

USA Swimming Board of Directors Meeting Minutes

November 23, 2019 / JW Marriott Los Angeles L.A. LIVE

1 CALL TO ORDER

2 Bob Vincent, Board Chair, called the November 23, 2019 Board of Directors meeting to
3 order at 8:30 a.m. Pacific Time with the following members in attendance:
4

5 **PRESENT:** Maya Andrews, Chris Brearton, Kenneth Chung, Bruce Gemmell, Jennifer Gibson,
6 Cecil Gordon, Natalie Hall, Tim Hinchey, Lucinda McRoberts, Kathleen Prindle, Bill Schalz,
7 Jeanette Skow, Jim Sheehan, Davis Tarwater (via phone), Jay Thomas, Tom Ugast, Bob
8 Vincent.
9

10 GUESTS

11 Anne Berry (Foundation Board of Directors Nominee), Bill Charney (Charney Associates),
12 Greg Earhart (CSCAA), Tristan Formon (Eastern Zone Coach Director), Sean Redmond
13 (Western Zone Coach Director).
14

15 STAFF

16 Paula D'Amico, Cathy Durance, Shana Ferguson, Abigail Howard, Isabelle McLemore,
17 Lindsay Mintenko, Patrick Murphy, Eric Skufca, Joel Shinofield, Mike Unger, Scott Usher.
18

19 MOMENT OF SILENCE

20 A moment of silence was observed for USA swimming members who have passed away
21 since the last USA swimming Board of Directors meeting.
22

23 AGENDA REVIEW

24 Bob Vincent presented the agenda (Attachment 1).
25

26 RULES OF ENGAGEMENT / COVENANTS

27 Bob Vincent provided an overview of the Rules of Engagement/Covenants.
28

29 DECLARATION OF CONFLICT OF INTEREST (2.5.4)

30 *"Is any member aware of any conflict of interest (that is, of a personal interest or direct or*
31 *indirect pecuniary interest) in any matter being considered by this meeting, which should now*
32 *be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*
33

34 If a Board member determines there to be a conflict of interest at any point during the
35 course of the meeting when a specific subject is being discussed and / or action is being
36 taken, a declaration of a conflict of interest should be made at that time.
37
38

39 **CEO WELCOME**

40 Tim Hinchey welcomed the Board members, specifically the new members, and expressed
41 gratitude to the Board of Directors for their support of him and the USA Swimming staff.
42

43 **BOARD CHAIR'S REMARKS**

44 Bob Vincent emphasized the need for "One Voice" as the safety of athletes continues to be
45 the top priority. Mr. Vincent addressed the ruling from the Stockton case in California,
46 specifically that there should always be continuous efforts made regarding Safe Sport
47 matters and encouraged the Board to always do the right thing no matter the outcome of a
48 ruling.
49

50 **MINUTES**

51 **MOTION:** *To approve the September 11, 2019 Board of Directors meeting minutes*
52 *(Attachment 2). Seconded. APPROVED.*
53

54 **MOTION:** *To approve the September 13 - 14, 2019 House of Delegates meeting minutes*
55 *(Attachment 3). Seconded. APPROVED.*
56

57 **MOTION:** *To approve the September 14, 2019 Board of Directors meeting minutes*
58 *(Attachment 4). Seconded. APPROVED.*
59

60 **MOTION:** *To approve the October 4, 2019 Special Board of Directors meeting minutes*
61 *(Attachment 5). Seconded. APPROVED.*
62

63 **BOARD PROCESS**

64 **BOARD WORK PLAN UPDATE (2.3.2)**

65 Bob Vincent presented proposed dates and locations for Board of Directors' meetings in
66 2020.
67

68 **MOTION:** *To approve the following dates and locations for the 2020 Board of Directors'*
69 *meetings.*
70

- 71 • 2020 / January 31 / Virtual
- 72 • 2020 / April 24 / Fort Myers, FL - Open Water National & Junior Championships
- 73 • 2020 / September 23 / Jacksonville, FL - Convention
- 74 • 2020 / September 26 / Jacksonville, FL - Convention
- 75 • 2020 / November 22 / New York, NY - Golden Goggles

76 *Seconded. APPROVED.*
77

78 **BOARD COMMITTEE ASSIGNMENTS (2.8)**

79 Bob Vincent presented the proposed changes to the Nominating Committee and
80 Investment Committee for the Board's consideration.

81
82 **MOTION:** *To approve replacing John Bradley with Kathleen Prindle and the reappointment*
83 *of "independent," Kurt von Moltke, on the Nominating Committee. Seconded. APPROVED.*

84
85 **MOTION:** *To accept the resignation of Stu Hixon and to replace him for one year with Will*
86 *Indest, as well as the reappointment of Phil Lakota (3 years) to the Investment Committee.*
87 *Seconded. APPROVED.*

88
89 **BOARD EDUCATION**

90 **WORLD CLASS EVENT MANAGEMENT**

91 Mike Unger presented the concept of "trialization" of meets, which includes elevating meets
92 to have more of an "event" atmosphere as opposed to just being a swim meet. Mr. Unger
93 expressed the challenges associated with "trialization," including sponsors, broadcast
94 partners, venue limitations, and expenses. Mr. Unger noted the investment in creating a
95 bigger showcase at meets has paid off in some ways by new sponsors coming on board
96 after being part of that event, as well as giving athletes a larger stage in which to compete.

97
98 **NATIONAL TEAM UPDATE**

99 Lindsay Mintenko provided a few updates, including a successful discussion with athletes
100 regarding what the athletes would like from the National Team division and National Team
101 onboarding; that the soon to be mandatory U.S. Anti-Doping Agency (USADA) coach tutorial
102 has been completed by 5,500 coaches thus far with a goal of 20,000 by January 1, 2020; as
103 well as noting the various ways in which the National Team division is getting ready for
104 Tokyo 2020. Ms. Mintenko expressed her gratitude for the USA Swimming Foundation
105 Board of Directors for approving an additional \$100,000 for National Team athlete support.

106
107 Ms. Mintenko also provided an update on National Team support given to athletes post-
108 Olympic Games, including insurance and direct athlete support, and an update on mental
109 health services provided to athletes.

110
111 **CLEAN SPORT UPDATE DOPING/INITIATIVE**

112 Mike Unger spoke about clean sport, including the importance of having an even playing
113 field for our athletes, various anti-doping educational efforts available for athletes, and
114 noted the valuable partnership between USA Swimming and USADA.

Mr. Unger went on to report on the ongoing need for an Integrity Unit within the sport of swimming, as well as issues with the open water venue in Tokyo for the 2020 Olympic Games.

USA SWIMMING FOUNDATION UPDATE

Cecil Gordon provided updates from the USA Swimming Foundation Board of Directors, including revised Bylaws that expand the Board size and change director responsibilities effective January 1, 2020; approval of a memorandum of understanding (MOU) to further formalize a relationship between USA Swimming and the USA Swimming Foundation; and lastly, announced the candidates for the Foundation Board of Directors (Attachments 6 – 14).

MOTION: *To approve the memorandum of understanding (MOU) between the USA Swimming Board of Directors and the USA Swimming Foundation Board of Directors. Seconded. APPROVED.*

MOTION: *To approve the revised USA Swimming Foundation Bylaws. Seconded. APPROVED.*

MOTION: *To approve nominations for the USA Swimming Foundation Board of Directors: Anne Berry, Jill Bornstein, Cynthia Eubanks, Jordan Kaplan, Teresa Lee, Dave Wiederecht (renewal), Bill Maxson (renewal), and Maya Andrews (renewal). Seconded. APPROVED.*

CLOSED SESSION (2.3.6)

PERSONNEL UPDATE

The Board meeting went into closed session so Lucinda McRoberts could provide a personnel update.

LITIGATION UPDATE

The Board remained in closed session so USA Swimming's General Counsel, Lucinda McRoberts, could provide a legal update.

MANAGEMENT PARAMETERS MONITORING (4.4)

Bob Vincent noted that the Board is given monitoring reports in advance in order to answer questions prior to the Board meeting.

POLICY 3.0: GENERAL MANAGEMENT CONSTRAINT

Bob Vincent presented Policy 3.0 General Management Constraint (Attachment 15).

Lucinda McRoberts clarified the deficiency within the report regarding the need to provide adequate notice of the anti-doping rules to all relevant individuals, specifically athlete support personnel.

MOTION: *To approve the performance monitoring report on Policy 3.0, "General Management Constraint," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.1: TREATMENT OF MEMBERS/CUSTOMERS

Bob Vincent presented Policy 3.1 Treatment of Members/Customers (Attachment 16).

MOTION: *To approve the performance monitoring report on Policy 3.1, "Treatment of Members/Customers," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES

Bob Vincent presented Policy 3.4 Financial Condition & Activities (Attachments 17 - 19).

Eric Skufca briefly described Policy 3.4 and noted the normalcy described in Policy Provision #3 regarding the ebbs and flows of cash due to the membership cycle.

Tom Ugast mentioned the decrease in loss since April and the work done by staff to manage the budget.

MOTION: *To approve the performance monitoring report on Policy 3.4, "Financial Condition & Activities," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.6: BUDGET

Bob Vincent presented Policy 3.6 Budget and noted that approval of this report constitutes approval of the budget for 2020 (Attachments 20 - 22).

Eric Skufca thanked the staff for their efforts towards completing the budget for 2020 then took the Board through the most efficient way in which to understand the budget. Mr. Skufca highlighted three areas within the budget, including: (i) the Foundation Board of Directors' approved \$100,000 stipends to National Team athletes in 2019; (ii) a USA Swimming Foundation to USA Swimming management fee for work done by USA

Swimming in lieu of a Foundation Executive Director in 2020; and (iii) the use of 2.5% of investment interest towards operations each year with the option to go up to 4.7%, as opposed to the percentage inconsistently fluctuating year over year. This practice was discussed with and approved by the Investment Committee and would commence with fiscal year 2021.

The Board engaged in discussion around credit cards fees, as well as programs within the budget that are geared towards supporting athletes in 2020.

MOTION: *To approve the performance monitoring report on Policy 3.6, "Financial Planning & Budgeting," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.7: COMPENSATION AND BENEFITS

Bob Vincent presented Policy 3.7 Compensation and Benefits (Attachment 23).

MOTION: *To approve that the performance monitoring report on Policy 3.7, "Compensation and Benefits," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.9: BOARD AWARENESS AND SUPPORT

Bob Vincent presented Policy 3.9 Board Awareness and Support and noted that acceptance of this report includes a change to the requirement of posting Board meeting information from 10 days to seven days prior to the meeting (Attachment 24). Mr. Vincent reported that the reason behind the change is to give the Board the most up to date information.

The Board engaged in discussion regarding considerations for when reports are disseminated to the Board.

MOTION: *To approve that the performance monitoring report on Policy 3.9, "Board Awareness and Support," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

CEO'S UPDATE

Tim Hinchey submitted a written report (Attachment 25).

232 **FLEX UPDATE**

233 Joel Shinofield reported that Flex Membership is a financial challenge for USA Swimming
234 and presented recommendations to update Flex Membership, including a fee structure that
235 matches entry points at clubs, a “stair-stepped” approach into premium membership, and
236 the opportunity for clubs to create entry level programs that are competitive with other
237 youth sports options (Attachment 26).

238
239 The Board engaged in substantial discussion around the suggested Flex fees, the number of
240 swimmers competing in meets, downgraded memberships, insurance costs, and a
241 communication plan with USA Swimming membership, as well as a timeline for rolling out
242 Flex Membership proposed changes.

243
244 The Board also briefly discussed elite athlete transgender procedures provided within the
245 written staff report to the Board (Attachment 25) and how USA Swimming compares to
246 other National Governing Bodies.

247
248 **“ENDS” MONITORING**

249 **POLICY 1.2: SUCCESSFUL ATHLETES, COACHES, AND CLUBS**

250 Bob Vincent presented Policy 1.2 Successful Athletes, Coaches, and Clubs (Attachment 27).

251
252 ***MOTION:** To approve the performance monitoring report on Policy 1.2, “Successful Athletes,*
253 *Coaches, and Clubs,” conveys (a) interpretations of the policy that are reasonable, and (b) that*
254 *the report reasonably substantiates achievement with the policy requirements, consistent*
255 *with the CEO’s interpretations. Seconded. **APPROVED.***

256
257 Joel Shinofield noted the need to create new Key Performance Indicators (KPIs) for Policy
258 1.2 with the addition of strategies for improvements of those and other KPIs.

259
260 **SAFE SPORT RECOGNIZED CLUB PROGRAM**

261 Abby Howard presented on the Safe Sport Recognition Program, including its background,
262 the various components of the program, challenges around athlete and parent education, as
263 well as how the program is accessed via club portals; and that 91 clubs achieved Safe Sport
264 Recognition Club status while 500 clubs have initiated the process. Ms. Howard also
265 reported on the various trainings the U.S. Center for SafeSport (USCSS) provides and that
266 USA Swimming is working with USSCS the on a licensing agreement in order to host those
267 trainings on the USA Swimming platform.

The Board discussed the importance of this program, including going from a voluntarily program to a mandatory program, as well as how to further communicate about the program and the best ways to acknowledge clubs that have become Safe Sport Recognized.

ONLINE MEMBERSHIP

Joel Shinofield reported on the importance of online membership, including the need to catch up with how other programs register their members, direct contact with athletes and parents, and the ability to communicate and create campaigns around parent education, as well as opportunities for their kids to get involved in the sport, through Customer Relationship Management (CRM).

Shana Ferguson provided an update linked to online membership, including an upcoming “welcome” campaign for kids and parents as athletes become USA Swimming members. Ms. Ferguson added that the CRM system and redesigned USA Swimming website will launch in 2020.

Mr. Shinofield presented conceptional visuals of the online membership process.

COACH EDUCATION AND ACCREDITATION

Joel Shinofield reported that the purpose of coach education and accreditation is to offer better resources for coaches, which would translate to better experiences for athletes and families. Mr. Shinofield also presented a timeline for launching coach education in fall 2021 with a soft roll out of three core courses in summer 2020 followed by higher-level courses rolled out in summer 2021.

POLICY 1.4: RECOGNITION OF USA SWIMMING

Bob Vincent presented Policy 1.4 Recognition of USA Swimming (Attachment 28).

MOTION: To approve the performance monitoring report on Policy 1.4, “Recognition of USA Swimming,” conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates achievement with the policy requirements, consistent with the CEO’s interpretations. *Seconded.* **APPROVED.**

KEEPING ATHLETES FIRST ACTION PLAN

Bob Vincent presented on the development and implementation of a Keeping Athletes First Initiative, including a timeline over the past two years of efforts already in place, such as providing funds to Swim Assist, the development of CRM, online member registration, a new educational platform, and increased Safe Sport staff and development. Mr. Vincent additionally provided an outline of responsibilities, purpose and reporting expectations for

the Keeping Athletes First Work Group who will continue developing and implementing the initiative moving forward.

Mr. Vincent went on to explain the use of funds, including asking the staff for a five-year plan for Safe Sport staff development/training, creating and launching online registration, further investment in a membership education platform, and investment at the club level via the Safe Sport Recognition Program. Mr. Vincent also noted that the funds would come from Board Designated Funds from the sale of USSIC.

The Board discussed details around the funds, including if the approved funds will be enough, measurement of how funds are used, and the specifics of how the funds are used within each of the four parts of the initiative.

MOTION: *To approve the use of Board Designated Funds to fund the following:*

Safe Sport Club Recognition Assist. - - - \$2.0MM

Education/Certification Platform - - - \$2.0MM

Online Registration - - - - - \$0.5MM

Staff Development/Training - - - - - \$0.5MM

Total Funding Request - - - - - \$5.0MM

Seconded. **APPROVED.**

GOVERNMENT INQUIRIES

MOTION: *To approve Board Designated Funds from the sale of USSIC for expenses related to government inquiries.* *Seconded.* **APPROVED.**

CLOSING ROUNDTABLE

GOLDEN GOGGLES

Mike Unger provided an overview of the Golden Goggle Awards.

NEXT MEETING / EVENTS

- 2020 / January 31 / Virtual
- 2020 / April 24 / Fort Myers, FL - Open Water National & Junior Championships
- 2020 / September 23 / Jacksonville, FL - Convention
- 2020 / September 26 / Jacksonville, FL - Convention
- 2020 / November 22 / New York, NY - Golden Goggles

TASK ASSIGNMENTS REVIEW

Bob Vincent asked the Board to read chapter 24 of "Servant Leadership" before the next Board of Directors meeting.

MEETING ASSESSMENT

The Board engaged in a round table discussion assessing the day's meeting, including expressing gratitude for the work being done by both the Board and staff.

CLOSED SESSION

MEDIA/COMMUNICATION TRAINING

The Board of Directors went into closed session to receive media/communication training.

Following the training, staff left the room.

EXECUTIVE COMPENSATION COMMITTEE RECOMMENDATIONS TO THE BOARD

The Board of Directors remained into closed session to discuss CEO Tim Hinchey's employment contract.

ADJOURN

Bob Vincent, Board Chair, adjourned this meeting at 4:34 p.m. Pacific Time.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

USA Swimming Board of Directors Minutes Attachments

November 23, 2019 / JW Marriott Los Angeles L.A. LIVE

Attachment 1	Page 1 – Agenda: November 23, 2019
Attachment 2	Page 2 – DRAFT BOD Minutes September 11, 2019
Attachment 3	Page 2 – DRAFT HOD Minutes September 13 – 14, 2019
Attachment 4	Page 2 – DRAFT BOD Minutes September 14, 2019
Attachment 5	Page 2 – DRAFT BOD Special Minutes October 4, 2019
Attachment 6	Page 4 – Foundation 2019 Budget vs. 2019 Projection
Attachment 7	Page 4 – Foundation 2020 Budget vs. 2019 Projection
Attachment 8	Page 4 – Foundation 2020 Budget
Attachment 9	Page 4 – Foundation Financial Memo Q3 2019
Attachment 10	Page 4 – Foundation Q3 2019 Financial Report
Attachment 11	Page 4 – Memorandum of Understanding with Foundation BOD
Attachment 12	Page 4 – Bylaws of USA Swimming Foundation – April 2016
Attachment 13	Page 4 – Amended Bylaws of USAS Foundation – Sept. 2019
Attachment 14	Page 4 – USA Swimming Foundation BOD Proposed Nominees
Attachment 15	Page 4 – Policy 3.0: General Management Constraint
Attachment 16	Page 5 – Policy 3.2: Treatment of Members/Customers
Attachment 17	Page 5 – Policy 3.4: Financial Condition and Activities
Attachment 18	Page 5 – Q3 2019 Combined Quarterly Investment Review
Attachment 19	Page 5 – USA Swimming Q3 2019 Financial Statement Report
Attachment 20	Page 5 – Policy 3.6: Budget – Annual Forecast
Attachment 21	Page 5 – Swimming 2019 Budget to Projection Summary
Attachment 22	Page 5 – USA Swimming 2020 Budget
Attachment 23	Page 6 – Policy 3.7: Compensation and Benefits
Attachment 24	Page 6 – Policy 3.9: Board Awareness and Support
Attachment 25	Page 6 – Staff Report to the Board of Directors
Attachment 26	Page 7 – Flex Membership Memo
Attachment 27	Page 7 – Policy 1.2: Successful Athletes, Coaches and Clubs
Attachment 28	Page 8 – Policy 1.4: Recognition of USA Swimming

AGENDA

USA Swimming
Board of Directors
Board of Directors Meeting
Saturday, November 23, 2019, 8:30 am - 4:00 pm



- | | | |
|--|------------|------|
| A. Welcome | Bob | 8:30 |
| 1. Call to Order / Record of Attendance (2.6.2) | | |
| 2. Introductions | | |
| 3. Moment of Silence | | |
| 4. Agenda Review (2.3.3) | | |
| 5. Rule of Engagement / Covenants | | |
| 6. Declaration of Conflict of Interest (2.5.4) | | |
| 7. CEO Welcome | Tim | |
| 8. Board Chair's Remarks | | |
| 9. ACTION: Approve September 11, 2019 Board Meeting Minutes | Bob | |
| 10. ACTION: Approve September 13 - 14, 2019 HOD Minutes | Bob | |
| 11. ACTION: Approve September 14, 2019 Board Meeting Minutes | Bob | |
| 12. ACTION: Approve October 4, 2019 Special Board Meeting Minutes | Bob | |
|
B. Board Process | | |
| 1. Board Work Plan Update (2.3.2) | Bob | 8:50 |
| a. ACTION: Approve Proposed Meeting Dates | Bob | |
| 2. Board Committee Assignments (2.8) | Bob | 8:55 |
| a. ACTION: Approve Committee Assignments | Bob | |
|
C. Board Education | | |
| 1. World Class Event Management | Mike Shana | 9:05 |
| 2. National Team Update | Lindsay | 9:15 |
| 3. Clean Sport Update Doping/Initiative | Mike | 9:25 |

D. Break		9:35
E. USA Swimming Foundation Update	Cecil	9:50
1. ACTION: Approve MOU with Foundation Board	Cecil	
2. ACTION: Approve Revised Foundation Board Bylaws	Cecil	
3. ACTION: Approve Nominations for the Foundation Board	Cecil	
F. Closed Session (2.3.6)		
1. Personnel Update	Lucinda	10:20
2. Break		10:50
3. Litigation Update	Lucinda	11:05
G. Lunch		12:00
H. Management Parameters Monitoring (4.4)		12:30
1. General Management Constraint (3.0)	Lucinda	
2. Treatment of Members/Customers (3.1 - INT)	Joel Lucinda	
3. Financial Condition & Activities (3.4 - INT)	Eric	
4. Financial Planning/Budgeting (3.6 - INT-Annual Forecast)	Eric	
a. Action: Approve 2020 Budget		
5. Compensation and Benefits (3.7)	Lucinda Eric	
6. Board Awareness and Support (3.9 - INT)	Tim	
I. Break		1:30
J. CEO's Update	Tim	1:45
1. Flex Update	Joel	
K. "ENDS" Monitoring		
1. Successful Athletes, Coaches and Clubs (1.2)	Mike	2:00
a. ACTION: Accept the Report		
b. Safe Sport Recognized Club Program	Lucinda	
c. Online Membership	Joel Shana	
d. Coach Education and Accreditation	Joel	
2. Break		2:35
3. Recognition of USA Swimming (1.4)	Tim	2:50

a. **ACTION:** Accept the Report

- L. **Keeping Athletes First Action Plan** Bob 3:00
1. **ACTION:** Approve Funding Request for Keeping Athletes First Action Plan Bob
- M. **Closing Roundtable** 3:20
1. Next Meeting / Upcoming Events
2. Task Assignments Review
3. Meeting Assessment
- N. **Meeting Adjournment**
- O. **Closed Session**
1. Executive Comp Committee Recommendations to the Board (2.8.7) & (2.3.5) Natalie 3:35
2. Media/Communications Training Shana 4:05

Total Meeting Time: 8h 5m

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

USA Swimming Board of Directors Meeting Minutes

September 11, 2019 / St. Louis - Hyatt Regency St Louis at the Arch

CALL TO ORDER

Bob Vincent, Board Chair, called the September 11, 2019 Board of Directors meeting to order at 8:15 a.m. Central Time with the following members in attendance:

PRESENT: Dale Ammon, John Bradley, Chris Brearton, Maya DiRado, Cecil Gordon, Natalie Hall, Tim Hinchey, Lucinda McRoberts, John Roy, Jim Sheehan, Jeanette Skow, Jay Thomas, Mary Turner, Tom Ugast, Robert Vincent, Davis Tarwater.

NOT PRESENT: Teri McKeever.

GUESTS

Tim Bauer (Gulf Swimming), Clint Benton (Pacific Swimming), Rebecca Binder (Minnesota Swimming), Alex Blavatnik (USA Swimming Foundation Trustee), Kim Brackin (Florida Swimming), Robert Broyles (Inland Empire Swimming), Bill Charney (Charney Associates), Julie Chen (Metropolitan Swimming), Kenneth Chung (North Texas Swimming), Sandi Drake (Hawaii Swimming), Greg Earhart (CSCAA), Jennifer Gibson (Florida Gold Coast Swimming), Clark Hammond (Southeastern Swimming), Amy Hoppenrath (Missouri Valley Swimming), John Kline (Illinois Swimming), Pam Lowenthal (Illinois Swimming, Zone Director), Bill Maxson (USA Swimming Foundation Board Member), Arlene McDonald (Indiana Swimming), Deana Oliphant (Oklahoma Swimming), Kim O'Shea (Southern California Swimming), Ron Van Pool (Nominating Committee Chair), Kathleen Prindle (Florida Gold Coast Swimming), Jodi Rash (Inland Empire Swimming), Jim Ryan (YMCA), Bill Schalz (Illinois Swimming), David Shackley (USA Swimming Foundation Board Member), Dave Smith (Southeastern Swimming, Zone Director), Mary Jo Swalley (Southern California Swimming).

STAFF

Tom Avischious, Mitch Dalton, Paula D'Amico, Dean Ekeren, Jake Grosser, Shana Ferguson, Brendan Hanson, Abigail Howard, Isabelle McLemore, Lindsay Mintenko, Mick Nelson, Sue Nelson, Eric Skufca, Joel Shinofield, MJ Truex, Mike Unger, George Ward, Morgan Weinberg.

MOMENT OF SILENCE

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

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

AGENDA REVIEW

Bob Vincent presented the agenda and moved Policy 1.1 Competitive Success to after CEO's Update (Attachment 1).

RULES OF ENGAGEMENT / COVENANTS

Bob Vincent provided an overview of the Rules of Engagement/Covenants.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

"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.

BOARD CHAIR'S REMARKS

Bob Vincent briefly highlighted ideas and quotes from *Chapter 40: Serve the People* in "The Servant Leader."

MINUTES

MOTION: *To approve the April 26, 2019 Board of Directors meeting minutes (Attachment 2). Seconded. APPROVED.*

MOTION: *To approve the August 26, 2019 Special Board of Directors meeting minutes (Attachment 3). Seconded. APPROVED.*

BOARD PROCESS**BOARD BUDGET FOR 2020 (2.10.3)**

Bob Vincent presented a motion to incorporate the following budget categories into the 2020 budget: Board of Directors, Task Force & Consultants, Board Chair Expense & Travel, and Audit & Tax Fees.

Mary Turner asked clarifying questions regarding line items from the Board of Directors budget, to which Chief Financial Officer, Eric Skufca, responded.

MOTION: *To approve Board of Directors, Task Force & Consultants, Board Chair Expense & Travel, and Audit & Tax Fees categories and associated dollars to be incorporated into the 2020 budget. Seconded. APPROVED.*

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

74	#7803 - Board of Directors	\$154,643
75	#7808 - Task Force & Consultants	\$166,670
76	#7930 - Board Chair Expense & Travel	\$ 44,797
77	#8990 - Audit & Tax Fees	\$ 30,000

78

79 **NOMINATING COMMITTEE UPDATE**

80 Ron Van Pool provided background on why a Nominating Committee was first formed,
81 spoke to the process by which it operated in selecting this year's nominees, and made
82 recommendations for the process in the future.

83

84 Cecil Gordon suggested increased communication to the membership as the nomination
85 process is happening.

86

87 **GOVERNANCE COMMITTEE UPDATE ON ORIENTATION/RETREAT**

88 Davis Tarwater provided minutes from the Governance Committee's April 10, 2019
89 meeting and asked the committee members to read through the internal documents that
90 were provided for their next meeting.

91

92 Bill Charney briefly overviewed the internal documents that Mr. Tarwater circulated to the
93 committee, including a recap of the 2018 Board orientation and the Board orientation
94 scheduled for October 3-4, 2019.

95

96 **FOUNDATION RESTRUCTURING UPDATE**

97 Cecil Gordon provided historical background regarding the changes to the governance
98 structure of the Foundation Board of Directors and highlighted recommendations that will
99 be implemented moving forward based on an assessment of the Foundation Board.

100

101 Tim Hinchey thanked Bill Charney for his work with the Foundation Task Force and noted
102 the overall message of "integration" between USA Swimming and the USA Swimming
103 Foundation with "one voice" to further assist in completing the Foundation's mission of
104 Saving Lives and Building Champions.

105

106 **CLOSED SESSION (2.3.6)**

107 **LITIGATION UPDATE**

108 The Board meeting went into closed session so that USA Swimming's General Counsel,
109 Lucinda McRoberts, could give a legal update.

110

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

PERSONNEL UPDATE

Lucinda McRoberts provided a brief personnel update.

EMPLOYEE CONTRACT UPDATE

All USA Swimming staff left the room while the Board remained in closed session to discuss the annual CEO performance and compensation review.

MANAGEMENT PARAMETERS MONITORING (4.4)

Bob Vincent provided background and an overview of the Management Parameters Monitoring reports process.

POLICY 3.4 FINANCIAL CONDITION & ACTIVITIES (QUARTERLY UPDATE)

Bob Vincent presented Policy 3.4 Financial Condition & Activities (Attachments 4 - 8).

Eric Skufca reported that Policy 3.4 reflects where the organization is financially, where it is projected to go financially and whether it is meeting all its financial requirements.

MOTION: *To approve the performance monitoring report on Policy 3.4, "Financial Condition & Activities," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

POLICY 3.6 BUDGET (MID-YEAR UPDATE/RE-FORECAST)

Bob Vincent presented Policy 3.6 Budget (Attachment 9).

Eric Skufca reported that Policy 3.6 reflects budget forecasting and explained the process by which the staff forecasts their budgets over nine divisions with more than seventy-five hundred line items (Attachments 10 - 13).

The Board asked for communication during the summer months regarding material changes to the budget.

MOTION: *To approve the performance monitoring report on Policy 3.6, "Financial Planning & Budgeting," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

POLICY 3.10 LSC REPORTING REQUIREMENTS

Bob Vincent presented Policy 3.10 LSC Reporting Requirements (Attachment 14).

Lucinda McRoberts described the process of creating the LSC Affiliate Agreement proposal.

MOTION: *To approve that the performance monitoring report on Policy 3.10, "LSC reporting Requirements," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

STAFF REPORTS

CHIEF ADMINISTRATIVE OFFICER & GENERAL COUNSEL

Lucinda McRoberts introduced USA Swimming's Associate Counsel and Director of Safe Sport, Abby Howard.

Ms. Howard outlined the feedback received from various constituents on the LSC Affiliation Agreement (Attachments 15 – 16).

The Board engaged in discussion around nuances of the agreement including parameters and what feedback was considered when forming the document.

MOTION: *To approve amending the LSC Affiliate Agreement by adding "officials" to item "B" under "Recitals." Seconded. APPROVED.*

MOTION: *To approve the amended LSC Affiliate Agreement. Seconded. APPROVED.*

Ms. McRoberts detailed background on changes to Athlete Representation on national committees per the U.S. Olympic and Paralympic Committee's (USOPC) Bylaws.

MOTION: *To re-approve changes to Section 4.2.3 in the USA Swimming Bylaws to read: "three "athlete representatives" (as defined in the then current USOPC Bylaws) directly elected by athletes who meet the same standard as in "athlete representative" shall be voting members" and add the following language to Section 6.3.1: "with the exception of the three athlete representatives (as defined in the then current USOPC Bylaws) directly elected by athletes who meet the same standards as an "athlete representative" in accordance with Section 4.2.3." Seconded. APPROVED.*

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

CHIEF FINANCIAL OFFICER

Eric Skufca updated the Board on USA Swimming's and USA Swimming Foundation's investment portfolios through quarter two, including investment returns beating their benchmarks year-to-date, as well as the 3-year, 5-year, and 10-year benchmarks. Mr. Skufca made note that the Investment Committee has been asked to develop a policy on what percentage of the investment returns may be used in operations.

CHIEF OPERATING OFFICER

Mike Unger asked the Board to approve the locations for Futures Meets.

MOTION: *To approve the locations for Futures Meets. Seconded.* **APPROVED.**

July 30 – August 2, 2020

Huntsville Aquatic Center, Huntsville, AL

Woollett Aquatics Center, Irvine, CA

Hulbert Aquatic Center, West Fargo, ND

McCorkle Aquatic Pavilion, Columbus, OH

Mr. Unger briefly touched on the proposal for increasing club dues that will be going before the House of Delegates and updated the Board on the 2020 U.S. Olympic Team Trials - Swimming, including the number of qualified athletes and ticket sales.

CHIEF COMMERCIAL OFFICER

Shana Ferguson provided an overview of membership touchpoints from a communications standpoint, including website improvements, webinars for volunteers and leaders, MAAPP-compliant tools for coaches, and various communication avenues to reach swimmers and parents.

Jake Grosser presented on the functionality of the Customer Relationship Management (CRM) system being developed, including the ways in which it will best serve our membership via retention, recruitment and reporting through capturing datapoints to use for targeted communication with USA Swimming members and nonmembers. Mr. Grosser also presented an overview on the integration of Deck Pass on TeamUnify as a new channel for USA Swimming to reach parents.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

CEO'S UPDATE

Tim Hinchey submitted a written report (Attachments 17 - 18) and provided a summary on meet host fees, as well as introduced a proposal from the Convention Task Force that would allow USA Swimming to book their own independent Convention for 2022.

Mr. Hinchey also announced and congratulated Lucinda McRoberts on being a Sports Business Journal 2019 Game Changer.

"ENDS" MONITORING

POLICY 1.1 COMPETITIVE SUCCESS

Bob Vincent presented Policy 1.1 Competitive Success (Attachment 19).

Mike Unger reported a change from 2018 to 2019 on page one of Policy 1.1 and noted that the Policy is mostly regarding National Team performance.

Lindsay Mintenko presented on the success of the National Team's international competition performance in 2019, a new mental health program, Clean Sport initiatives and increased direct athlete support.

Mr. Unger added that USA Swimming held off on requiring coaches to take the USADA tutorial, but it is now available.

MOTION: *To approve the performance monitoring report on End 1.1, "Competitive Success," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates achievement with the policy requirements, consistent with the CEO's interpretations. Seconded. APPROVED.*

HOW USA SWIMMING FUNCTIONS INTERNATIONALLY

Mike Unger presented background on USA Swimming's presence internationally, including organizations USA Swimming associates with, an overview of FINA leadership and committees, key relationships for USA Swimming, and key topics USA Swimming works on internationally.

ROLE OF THE STEERING COMMITTEE

Lindsay Mintenko presented on the history of the Steering Committee and its current composition and discussion topics.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

CLOSING ROUNDTABLE**TASK ASSIGNMENTS REVIEW**

None to review.

NEXT MEETING / EVENTS

- Saturday, September 14, 2019 in St. Louis - Convention
- Thursday and Friday, October 3-4, 2019 in Colorado Springs, CO (Board Orientation)

MEETING ASSESSMENT

The Board engaged in a round table discussion assessing the days meeting.

ADJOURN

Bob Vincent, Board Chair, adjourned this meeting at 4:24 p.m. Central Time.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

USA Swimming Board of Directors Minutes Attachments

September 11, 2019 / St. Louis - Hyatt Regency St Louis at the Arch

Attachment 1	Page 1 – Agenda
Attachment 2	Page 2 – DRAFT BOD Minutes April 26, 2019
Attachment 3	Page 2 – DRAFT Special BOD Minutes August 26, 2019
Attachment 4	Page 4 – Policy 3.4 Financial Condition & Activities
Attachment 5	Page 4 – 2Q 2019 Combined Quarterly Investment Review
Attachment 6	Page 4 – Foundation Financial Memo Q2 2019
Attachment 7	Page 4 – Foundation Q2 2019 Financial Report
Attachment 8	Page 4 – USA Swimming Q2 2019 Financial Statement Report
Attachment 9	Page 4 – Policy 3.6 Budget
Attachment 10	Page 4 – Swimming 2020 Quad Business Plan
Attachment 11	Page 4 – Swimming 2019 Budget to Projection Summary
Attachment 12	Page 4 – Foundation 2019 Budget to Projection
Attachment 13	Page 4 – Foundation 2020 Budget – Draft
Attachment 14	Page 5 – Policy 3.10 LSC Reporting Requirements
Attachment 15	Page 5 – LSC Affiliation Agreement - REDLINE
Attachment 16	Page 5 – LSC Affiliation Agreement - CLEAN
Attachment 17	Page 7 – CEO Report to the Board
Attachment 18	Page 7 – Meet Host Fee Summary
Attachment 19	Page 7 – Policy 1.1 Competitive Success

USA Swimming 2019 House of Delegates Meeting Minutes

September 13 - 14, 2019 / St. Louis, Missouri

CALL TO ORDER

The Friday, September 13, 2019 USA Swimming House of Delegates meeting was called to order at 7:03 p.m. Central Time (Attachment 1).

MEMORIAL PRESENTATION

USA Swimming Board of Directors Chair Bob Vincent asked for a moment of silence in honor and remembrance of the following USA Swimming members and associates who have passed away this past year.

Lee Champagne	Volunteer	Middle Atlantic
Michael Davis	Official	Midwestern
Carolyn Dirks	Swimming Donor	
Bob Duenkel		Int'l Swimming Hall of Fame
Sam Freas	Coach	Oklahoma
Jay Gorham	Official	Colorado
Jon Haring	Official	Oregon
David Heller	Official	Metropolitan
Joanna Ioannou	Athlete	Metropolitan
Jeff Johnson	Coach	New England
Ryan Kent	Coach	Arizona
Mark Kinne	Coach	Connecticut
Hiroto Kobukai	Athlete	North Texas
Mark Mazzarella	Coach	Maryland
Wane Oviatt	Official	Utah
Rodney Payton	Official	San Diego-Imperial
Joaquin Pelaez	Official	North Texas
Dale Petranec	Volunteer / Official	Middle Atlantic
Spencer Quinn	Coach / Official	Potomac Valley
Mary Riddell	Volunteer / Registrar	New England
Vincent Savukas	Official	Pacific
Burney Schwab	Official	Ohio
Steve Shoenfelt	Coach	Ohio
Donald Smith	Official / USAS Board Member	Maryland
Lester Smith	Coach	Southeastern
Jim Stacy	Coach	Lake Erie
Gus Stager	Coach	Michigan
Mike Troy	1960 Olympian/Coach	Arizona
Marc Vein	Official	North Dakota
Brandy Wallen	Coach	North Texas
Helen Wang	Athlete	Virginia
JoAnne Wisniewski	Official	Oregon
Jim Wood	Coach / USAS Board Member	New Jersey
Jeff Worthy	Coach	New England
Xiaowei Xu	Coach	Pacific Northwest

Mr. Vincent remarked on the passing of Carolyn Dirks and noted her contributions to the sport of swimming.

USA SWIMMING FOUNDATION REPORT

USA Swimming Foundation Ambassador, Rowdy Gaines, spoke about his involvement in the USA Swimming Foundation since its inception in 2004. Mr. Gaines proudly reported that the Foundation continues to fulfill its mission to “Save Lives” through the Make a Splash initiative and “Build Champions” by providing direct coach and athlete support in excess of \$6.4 million dollars.

Mr. Gaines went on to thank the expanding family of donors and encouraged others to support the Foundation, so that families can afford swim lessons and our National Team can focus on achieving gold at the Olympic Games Tokyo 2020.

Mr. Gaines welcomed Anna Summerfield, General Chair of Maryland Swimming, and Tom Himes, Head Coach of North Baltimore Aquatic Club (NBAC).

Ms. Summerfield presented Maryland Swimming’s tag line—Swimmers Helping Swimming—and introduced Mr. Himes.

Mr. Himes reported that NBAC will donate \$5 per NBAC registered swimmer to the USA Swimming Foundation each September and challenged other USA Swimming clubs to donate based on their registered swimmers as well.

USA SWIMMING BOARD CHAIR’S REPORT

Bob Vincent began by welcoming the membership and congratulating the Convention Education Committee for its work on Convention. Mr. Vincent described his experience in his first year as Board Chair and emphasized the value and importance of membership feedback and collaboration with other organizations, such as the American Swimming Coaches Association (ASCA). He went on to highlight various accomplishments, such as new leadership on the Board of Directors; thanked the four outgoing Board members: John Bradley, John Roy, Mary Turner and Dale Ammon; congratulated the 23 officials elected to serve at the 2020 U.S. Olympic Team Trials - Swimming; thanked swim clubs that have become Safe Sport Recognized; and congratulated Maureen Croes on being elected UANA President. Lastly, Mr. Vincent reported on the various ways in which the Board and staff will be more accountable and transparent through results-focused goals.

USA SWIMMING STATE OF THE SPORT

Tim Hinchey opened by thanking the Convention Task Force and shared his experience completing the Maui Channel Swim, including the impressions it left on him. Mr. Hinchey reiterated the inspiring messages from keynote speaker, Trevor Moawad; emphasized teamwork by highlighting USA Swimming’s Strategy Team; reported on the prioritization of improved membership communication; addressed another strong year for membership, specifically positive athlete retention; and outlined three priorities for the staff that drive decision making and strategy through providing needed resources to the membership, sustaining leadership, and building participation in the sport of swimming (Attachment 2).

Lucinda McRoberts, Chief Administrative Office & General Counsel, introduced Associate Counsel & Director of Safe Sport, Abigail Howard.

Ms. Howard began by stating that we are all “Safe Sport” and expressed her gratitude for the membership’s work on implementing Safe Sport initiatives, including the Minor Athlete Abuse Prevention Policy (MAAPP) and Athlete Protection Training (APT) for additional members, and the membership’s commitment to Safe Sport training and education efforts. Finally, Ms. Howard noted partnerships and programs, including the ongoing Safe Sport Recognition program.

Joel Shinofield, Managing Director of Sport Development, reported on the future of Sport Development as it seeks to provide better resources and education to members of USA Swimming.

Shana Ferguson, Chief Commercial Officer, reported on various ways in which USA Swimming is working to be Best in Class, including developing the best talent, partnering with world class companies, and enhancing our top domestic events.

Lindsay Mintenko, Managing Director of the National Team, highlighted the successes of the international competitions from the summer and reported that three Olympians have already been named to the 2020 U.S. Olympic Team: Haley Anderson, Ashley Twichell, and Jordan Wilimovsky.

Mike Unger, Chief Operating Officer, provided highlights of the upcoming 2020 Olympic Trials, including how many athletes have qualified, ticket sales projections, and increased television coverage.

AWARDS PRESENTATION

SAFE SPORT IMPACT AWARD

Recipient: John Ingram

Presenter: Trish Martin, Chair of the Safe Sport Committee

The purpose of the Safe Sport Impact Award is to recognize significant achievements by an individual or group who has contributed to the fulfillment of the Safe Sport Committee mission to safeguard all members of USA Swimming from sexual, psychological, emotional and physical abuse.

OPEN WATER ACHIEVEMENT AWARD

Recipients: Ron Aitken

Presenter: Sid Cassidy, Vice Chair of FINA Technical Open Water Swimming Committee

Established in 1978, the Open Water Achievement Award is given annually to the person or group making the greatest contribution to open water swimming.

FEMALE OPEN WATER SWIMMER OF THE YEAR AWARD

Recipient: Haley Anderson

Presenter: Sid Cassidy, Vice Chair of FINA Technical Open Water Swimming Committee

The Female Open Water Swimmer of the Year Award is presented by the USA Swimming Open Water Swimming Committee to the female swimmer judged as the most outstanding open water swimmer of the previous year.

FRAN CRIPPEN MEMORIAL MALE OPEN WATER SWIMMER OF THE YEAR AWARD

Recipient: Jordan Wilimovsky

Presenter: Sid Cassidy, Vice Chair of FINA Technical Open Water Swimming Committee

The Fran Crippen Memorial Male Open Water Swimmer of the Year Award is presented by the USA Swimming Open Water Swimming Committee to the male swimmer judged as the most outstanding open water swimmer of the previous year.

ADOLPH KIEFER SAFETY COMMENDATION AWARD

Recipient: Dr. Danny Mistry

Presenter: Mary Jo Swalley, Chair of the Operational Risk Committee

Established in 1990, the Adolph Kiefer Safety Commendation is awarded to an individual or organization for demonstrating outstanding commitment to aquatic safety.

DISABLED SWIMMING SERVICE AWARD

Recipient: Robin Heller

Presenter: Amanda Pope, Member of the Disability Committee

The Disabled Swimming Service Award is presented to an individual who has made significant contributions to competitive swimming for athletes with a disability.

JAMES (JIMI) RAYMOND FLOWERS COACH OF THE YEAR AWARD

Not presented at Convention this year because the Para World Swimming Championships were taking place in London at the same time.

Recipient: Jeff Dugdale

The Jimi Flowers Coach of the Year Award was established in 2009 and honors coaches with outstanding inclusion of swimmers with a disability under the nominee's direct coaching assignment and / or promotion of swimmers with a disability and disability swimming within the nominee's sphere of influence.

TRISHA L. ZORN AWARD

Not presented at Convention this year because the Para World Swimming Championships were taking place in London at the same time.

Recipient: Rebecca Meyers

The Trisha L. Zorn Award is presented to the swimmer (or relay team) with a disability with the most outstanding performance during the previous year.

DIVERSITY & INCLUSION AWARD

Recipient: Chicago Park District

Presenter: Wade Atkins, Chair of the Diversity, Equity & Inclusion Committee

Established in 2006, the Diversity & Inclusion Award is presented to the person or group who has positively heightened the awareness of inclusion efforts through various modes and media resulting in the increased and successful participation of currently underrepresented groups in the sport.

KENNETH J. PETTIGREW AWARD

Recipients: Melissa Hellervik-Bing

Presenter: Kathleen Scandary, Chair of the Officials' Committee

This award was created to honor Ken Pettigrew, a swimming official who devoted over 30 years to the sport of swimming. Each year the recipient is chosen by the USA Swimming Officials Committee.

ASCA COACH OF THE YEAR AWARD

Recipient: Mike Parratto

(Awarded at the 2019 ASCA Convention)

The first ASCA Award was presented to James "Doc" Counsilman in 1961. It honors the American Coach who has done the most in the past 12 months to improve American international swimming performance.

DEVELOPMENTAL COACH OF THE YEAR AWARD

Recipient: Ron Aitken

Presenter: Lindsay Mintenko, USA Swimming Managing Director of the National Team

The Developmental Coach of the Year Award is presented to coaches who develop athletes a step or two away from major national or international success. The winner of the award is the coach who places the most swimmers on the National Junior Team.

ATHLETE DISTINGUISHED AWARD

Recipient: Claire Letendre

Presenter: Van Donkersgoed, Immediate Past AEC Deputy Chair

Awarded to an athlete member of USA Swimming who has demonstrated extraordinary levels of commitment and made innovative contributions to the athlete movement.

ATHLETE'S APPRECIATION AWARD

Recipient: Travis Tygart

Presenter: Nick Smagula, Athletes' Executive Committee Chair

Conceived by the USA Swimming Athletes Committee in 1983, the Athletes Appreciation Award recognizes the individual or organization perceived by the Athletes Committee to have contributed most significantly to the Athletes Movement.

PHILLIPS 66 PERFORMANCE OF THE YEAR AWARD

Recipient: Regan Smith

Presenter: Bob Vincent, USA Swimming Board of Directors Chair

This award is presented to the American swimmer who gives the single most outstanding performance during the year. This award is voted on by selected coaches, athlete representatives and members of the swimming media.

RECESSED

The Friday, September 13, 2019 session of the USA Swimming House of Delegates meeting was recessed at 8:57 p.m. Central Time and scheduled to resume at 9:00 a.m. Central Time on Saturday, September 14.

CALL TO ORDER

The 2019 House of Delegates meeting was reconvened by Board Chair, Bob Vincent, at 9:10 a.m. Central Time on Saturday, September 14.

SEA OF BLUE FOUNDATION PHOTO

USA Swimming Foundation Director of Major Gifts, Scott Usher, gathered the delegates for the annual sea of blue Foundation photo.

MEMBERSHIP REPORT

Carol Healey, Registration & Membership Committee Chair, presented the Membership Report, including a comparison of the 2018 and 2019 membership statistics (Attachment 3).

CREDENTIALS REPORT

Laurie Benton, Credentials & Elections Committee Chair, presented the Credentials Report (Attachment 4).

BOARD ELECTION

Lucinda McRoberts explained the Board of Directors election process to the House of Delegates and conducted the election.

NGB FINANCIAL REPORT

USA Swimming Board of Directors Vice-Chair Fiscal Oversight, Tom Ugast, welcomed USA Swimming's new Chief Financial Officer, Eric Skufca, and reported that USA Swimming is in a strong financial position. Mr. Ugast attributed that strength to the new organizational finance structure and noted the initiatives in which USA Swimming plans to invest, including efforts to protect athletes, a customer relationship management (CRM) system, website improvements, coach education and development, and supporting the National Team in an Olympic year.

PRESENTATIONS TO LIFE MEMBERS

The following USA Swimming members were presented with Life Memberships and honored with Life Membership cards and plaques:

Larry Alexander	Southeastern Swimming
Henry Clark	Gulf Swimming
Amy Faulk	North Carolina Swimming
Carol Healey	New England Swimming
Bill Kirkner	Maryland Swimming
Cheryl Linscott	Maryland Swimming
Trish Martin	North Carolina Swimming
John McIlhargy	Metropolitan Swimming
Edie Mueller	South Dakota Swimming
Rick Potter	Wisconsin Swimming
Larry Schwartz	Middle Atlantic Swimming
Shawn Smith	Colorado Swimming
Rick Tobin	Gulf Swimming
Brian Wixted	Colorado Swimming

Woody Woodlief Missouri Valley Swimming
Adam Zaczkowski Niagara Swimming

PRESENTATIONS TO PAST BOARD MEMBERS

Dan McAllen (2014 - 2018)
Tim Bauer (2011 - 2014)
Robert Broyles (2009-2018)
Mark Weber (2014 - 2018)
Van Donkersgoed (2014 - 2018)
Tristan Formon (2016 - 2018)
Amy Hoppenrath (2014 - 2018)
Clark Hammond (2014 - 2018)
Sean Redmond (2016 - 2018)
Chip Peterson (2014-2018)
Derek Paul (2016 - 2018)
Jim Ryan (2004 - 2018)
Marie Scovron (2014-2018)

LEAP RECOGNITION AWARDS

Shelly Rawding, Member of the LSC Development Committee, presented the LEAP Recognition Awards.

Improving LSC effectiveness is one of the key priorities of the Quad Business Plan. The LEAP evaluation and assessment program provides a roadmap to LSC effectiveness and success in four key areas: Business and Organizational Success, Volunteer Development, Club and Coach Development, and Athlete Development.

LEAP Levels 2 and 3 are voluntary and intended to recognize achievement in programming and service efforts developed by the LSC that provide enhanced services to athletes, members and volunteers. LSCs are eligible to earn monetary incentives for completing these levels. The following LSCs have earned the level 2 and/or Level 3 monetary incentives for 2018-19:

LEAP 2

Adirondack-\$1,130
Border- \$1,000
Colorado- \$2,500
Gulf- \$2,500
Illinois- \$2,500
Indiana- \$2500
Maine-\$1,000
Metropolitan- \$2,500
Midwestern- \$1395
Missouri Valley- \$2468
North Dakota- \$1,000
Oklahoma- \$1,000

Oregon- \$2,500
Potomac Valley- \$2500
San Diego Imperial- \$1,963
South Carolina- \$1,610
South Dakota- \$1,000
Southeastern- \$2,500
Utah- \$1952
Virginia- \$2,500

LEAP 3:

Maryland \$5,000
Pacific Northwest \$5,000

RULES AND REGULATIONS

USA Swimming Rules and Regulations Committee Chair Clark Hammond presented the 2019 Proposed Amendments to USA Swimming Rules and Regulations for consideration and vote by the House of Delegates (Attachment 5).

USA SWIMMING ELECTION RESULTS

Lucinda McRoberts announced the Board of Directors election results:

Board of Director Election Results:

Kathleen Prindle: four-year term

Bill Schalz: four-year term

Jennifer Gibson: three-year term

Kenneth Chung: three-year term

Mr. Vincent asked for a motion to destroy the ballots from the Board of Directors election.

MOTION: *To approve destroying ballots from the Board of Directors election. Seconded. APPROVED.*

Mr. Vincent announced that there will be a Board of Directors meeting thirty minutes after the conclusion of the House of Delegates.

OLD BUSINESS

There was no old business.

NEW BUSINESS


There was no new business.

ADJOURNMENT

USA Swimming Board of Directors Chair Bob Vincent adjourned this meeting at 10:51 a.m. Central Time.

The 2020 United States Aquatic Sports Convention will be held in Jacksonville, Florida September 22 - 27, 2020.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

USA Swimming 2019 House of Delegates Meeting Minutes

September 13 - 14, 2019 / St. Louis, Missouri

Attachment 1
Attachment 2
Attachment 3
Attachment 4
Attachment 5

Page 1 – Agenda
Page 3 – State of the Sport
Page 6 – Membership Report
Page 6 – Credentials Report
Page 8 – 2019 Rules & Regulations Report

DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

USA Swimming Board of Directors Meeting Minutes

September 14, 2019 / St. Louis - Hyatt Regency St Louis at the Arch

CALL TO ORDER

Bob Vincent, Board Chair, called the September 14, 2019 Board of Directors meeting to order at 11:14 a.m. Central Time with the following members in attendance:

PRESENT: Chris Brearton, Kenneth Chung, Maya DiRado, Jennifer Gibson, Cecil Gordon, Tim Hinchey, Lucinda McRoberts, Kathleen Prindle, Bill Schalz, Jeanette Skow, Jay Thomas, Tom Ugast, Bob Vincent.

NOT PRESENT: Natalie Hall, Teri McKeever, Jim Sheehan, Davis Tarwater.

GUESTS

Dale Ammon (Western Zone Non-Coach Director), Bill Charney (Charney Associates), Tristan Formon (Eastern Zone Coach Director), Clark Hammond (Rules and Regulations Committee Chair), Sean Redmond (Western Zone Coach Director); Dave Smith (Southern Zone Non-Coach Director).

STAFF

Paula D'Amico, Shana Ferguson, Abigail Howard, Isabelle McLemore, Lindsay Mintenko, Eric Skufca, Joel Shinofield, Mike Unger.

AGENDA REVIEW

Bob Vincent presented the agenda and noted that there would be no action taken, so Board members not in attendance have an excused absence (Attachment 1). Chris Brearton asked for a discussion around the Club Dues vote during House of Delegates.

Lucinda McRoberts added that if any members have a conflict of interest at any point during the meeting to make it known.

OPENING REMARKS

Bob Vincent made opening remarks regarding how much he enjoys the election process during the House of Delegates and encouraged the board to work on communication with the delegates. Mr. Vincent welcomed the new Board members (Kenneth Chung, Jennifer Gibson, Kathleen Prindle, and Bill Schalz), and introduced them to the "Servant Leadership in Action" book used by the Board.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

Tim Hinchey welcomed the new Board members, thanked Cecil Gordon for his work as the Chair of the Foundation Board of Directors, and additionally thanked his staff for their work throughout the week.

Bob Vincent noted the mistake in not recognizing Robert Broyles as a past Board member during House of Delegates.

BOARD SCHEDULE

TRAVEL LOGISTICS/SCHEDULE

Paula D'Amico provided an overview of travel and logistics for the upcoming Board orientation and retreat October 3 – 4, 2019.

UPCOMING IN-PERSON BOARD MEETINGS

BOARD ORIENTATION

- New Board Members: Thursday, October 3, 2019

BOARD RETREAT

- Full Board: Friday, October 4, 2019

Bill Charney noted that BoardPaq information will be disseminated to new Board members and he provided a content overview of the upcoming orientation and retreat.

Bob Vincent described how the board utilizes BoardPaq and mentioned that the Board will be setting the 2020 meeting calendar in October.

BOARD MEETING

- Saturday, November 23, 2019 – L.A./Golden Goggles

BOARD OFFICER ELECTIONS

Lucinda McRoberts provided an overview of the Board Officer election for Vice-Chair, Chair Elect to be held on October 4, 2019.

CLUB DUES ELECTION RESULTS

Chris Brearton expressed that the presentation on Club Dues was lacking during House of Delegates and emphasized the need for the Board and staff to communicate better with the House of Delegates.

Mike Unger echoed the sentiments regarding the lack of preparation but remained positive about passing the Club Dues proposal in the future.

DRAFT

DRAFT

DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

The Board discussed the recognition of the lack of communication with the House of Delegates but noted appreciation for the House of Delegates using their voice and discussed strategies on how to better communicate with the House of Delegates.

CLOSING ROUNDTABLE

MEETING ASSESSMENT

The Board engaged in a round table discussion assessing the events of the week including the successes and lessons learned.

ADJOURN

Bob Vincent, Board Chair, adjourned this meeting at 12:35 p.m. Central Time.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

DRAFT

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DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

USA Swimming Board of Directors Minutes Attachments
September 14, 2019 / St. Louis - Hyatt Regency St Louis at the Arch

Attachment 1

Page 1 – Agenda

DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

USA Swimming Board of Directors Meeting Minutes

October 4, 2019 / Colorado Springs, Colorado

CALL TO ORDER

Board Chair, Bob Vincent, called the October 4, 2019 Board of Directors meeting to order at 11:14 a.m. Mountain Time with the following members in attendance:

PRESENT: Chris Brearton, Kenneth Chung, Maya DiRado, Bruce Gemmell, Jennifer Gibson, Cecil Gordon, Natalie Hall (via conference line), Tim Hinchey, Lucinda McRoberts, Kathleen Prindle, Bill Schalz, Jeanette Skow, Jim Sheehan, Davis Tarwater, Jay Thomas, Tom Ugast, Bob Vincent.

GUESTS

Bill Charney (Charney Associates).

STAFF

Paula D'Amico, Shana Ferguson, Isabelle McLemore, Eric Skufca, Joel Shinofield, Mike Unger.

ELECTION OF BOARD OFFICERS

Nominees, Tom Ugast and Chris Brearton, provided brief statements as to why they should be elected Vice Chair / Chair-Elect.

The Board went into Closed Session to discuss the two nominees and to vote.

Bruce Gemmell was excused due to a Conflict of Interest.

The Board came out of Closed Session, and Lucinda McRoberts announced that Chris Brearton was elected as Board Vice Chair / Chair-Elect.

MOTION: *To destroy the ballots. Seconded. APPROVED.*

FLEX MEMBERSHIP UPDATE

Joel Shinofield reported on the nuances and future direction of Flex Membership, including associated fees and costs.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 23, 2019 meeting.

CLOSED SESSION

COMPENSATION CONSULTANT ENGAGEMENT

The Board went into Closed Session to discuss retaining a compensation consultant to evaluate the CEO compensation amount and structure.

All staff members were excused.

MOTION: To approve an increase to Board budget line item 7808: Task Forces and Other Committees by \$35,000. Seconded. **APPROVED.**

ADJOURN

Board Chair, Bob Vincent, adjourned this meeting at 3:50 p.m. Mountain Time.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

USA Swimming Foundation
2019 Budget vs. 2019 Projection
As of 11/14/2019

	Approved Budget 2019	Projection 2019	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
UNRESTRICTED:					
REVENUE:					
Annual Campaign	\$ 725,000	\$ 675,000	\$ (50,000)	-6.9%	Conserv. projecting YE trends. Major activity in Nov. & Dec. (Champions Club, Perf. Camps, Direct Mail/Other, Silent Auction).
Major Gifts/Grants	400,000	270,614	(129,386)	-32.3%	Trending behind aggressive goal (even with the Goldfish fundraising portion exceeding budget).
Major Gifts - Trustee Satisfied Restrictions	400,000	350,000	(50,000)	-12.5%	Budg. 4 new trustees starting in '19. Signed 4 trustees '19 to date, but 2 of those agreements don't start paying until '20.
Major Gifts/Grants - Other Satisfied Restrictions	156,400	283,593	127,193	81.3%	Received and satisfied new, unbudgeted funds or accelerated payments (e.g. Toyota and others).
Endowment Distributions	680,000	800,000	120,000	17.6%	Distrib. from the 3 internal funds as well as the donor endowments. Increase in USA Swimming & NT T&T Fund distrib.
Commercial Sponsorships	960,000	887,500	(72,500)	-7.6%	Marriott (-\$50K), Comcast (-\$50K). Toyota will hit major gifts (-\$25K). Swimways signed not orig. budg (+\$52.5K).
Swim-a-Thon	375,000	375,000	-	0.0%	
USA Swimming Support - Staff Allocation	311,000	311,000	-	0.0%	Net zero to the Foundation, the same expenses are allocated below.
Golden Goggle Awards (net)	150,000	-	(150,000)	-100.0%	Will stay on Swimming's books in 2019. Silent auction is still on Foundation's books under Ann. Campaign above.
Other Income	50,000	50,000	-	0.0%	Apparel VIK, travel VIK, Credit Card rebates.
Investment Income / Imputed Interest	20,000	28,000	8,000	40.0%	Interest income from short-term commercial paper investments.
Total Revenue	4,227,400	4,030,707	(196,693)	-4.7%	
SUPPORTING EXPENSES:					
Annual Campaign	421,885	351,853	70,032	16.6%	Savings in payroll allocation and annual campaign other - printing & duplication, camera/photo/video.
Swim-a-Thon	190,273	185,580	4,693	2.5%	Majority of savings are in VIK, net zero affect with the S-A-T revenue line above.
Major Gifts	415,811	374,378	41,433	10.0%	Savings in payroll allocation.
Marketing	29,000	27,525	1,475	5.1%	
Salaries and Benefits	79,000	81,927	(2,927)	-3.7%	Non-allocated supporting payroll.
Board of Directors	16,200	9,900	6,300	38.9%	Space rental, food, hospitality savings.
Trustee Council	12,500	7,740	4,760	38.1%	Travel, hospitality.
General and Administrative	354,995	351,050	3,945	1.1%	Travel.
Total Supporting Expenses	1,519,664	1,389,953	129,711	8.5%	
PROGRAM EXPENSES:					
Make a Splash - Grants	618,200	616,310	1,890	0.3%	All budgeted grants to be paid out, \$1,890 was returned unspent.
Make a Splash - Programs	979,373	885,125	94,248	9.6%	Tour (+\$43K), Local Partner Prog. (+\$26K), Affiliates (+\$3K), Other (+\$23K). GGA video (if produced) will be less.
Total Make A Splash	1,597,573	1,501,435	96,138	6.0%	
Building Champions - Sport Development Grants	120,000	120,000	-	0.0%	Internal agreed upon amount with Swimming's Sport Development programming.
Building Champions - Other Programs	144,753	143,824	929	0.6%	Athlete/partner honoraria (-\$19K), payroll allocation (+20K).
Building Champions - National Team Grants	735,700	968,750	(233,050)	-31.7%	Unbudg./acceler. items include: Incr. in USA Swimming fund dist., NT T&T fund dist., Meyer Shaffer acceler, Shackley, and Toyota.
Building Champions - Alumni Programs	109,710	95,308	14,402	13.1%	Primarily reduction in Payroll allocation.
Total Building Champions	1,110,163	1,327,882	(217,719)	-19.6%	
Total Program Expenses	2,707,736	2,829,317	(121,581)	-4.5%	
Total Unrestricted Expenses	4,227,400	4,219,270	8,130	0.2%	
OPERATING SURPLUS (DEFICIT)	\$ 0	\$ (188,563)	\$ (188,563)		Primarily (-\$150K) GGA budg. donation from Swimming, (-\$50K) budg. Marriott and (-\$50K) Comcast from Swimming.

USA Swimming Foundation
2019 Budget vs. 2019 Projection
As of 11/14/2019

	Approved Budget 2019	Projection 2019	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
Transfers to/from Operating Reserve	-	-	-		
Transfers to/from USA Swimming Endowment	-	-	-		
Incr. (Decr.) in Undesignated Net Assets	0	(188,563)	(188,563)		
BOARD DESIGNATED - ENDOWMENTS:					
Investment Income	480,000	750,000	270,000		Projection considers strong stock market performance in Q1-Q3 2019.
Endowment Distributions	(480,000)	(600,000)	(120,000)		3 Board Desig. funds (USA-S Fund, Athlete Fund, NT Travel & Training). Incr. In USA-S and T&T distrib.
Incr. (Decr.) in Board Designated Net Assets	-	150,000	150,000		
Incr. (Decr.) in Unrestricted Net Assets	0	(38,563)	(38,563)		
TEMPORARILY RESTRICTED:					
Major Gifts - Temporarily Restricted	750,000	1,595,000	845,000		Restr. portion of the new P66 (\$1M total), 4 new trustees signed (2 agree. start in '19), charitable portion of Toyota deal.
Satisfied Restrictions	(556,400)	(633,593)	(77,193)		Sum of Major Gifts/Grants - Trustee Satisfied and Other Satisfied.
Endowment Distrib. - Satisfied Restrictions	(200,000)	(200,000)	-		
Investment Income	200,000	250,000	50,000		Projection considers strong stock market performance in Q1-Q3 2019.
Incr. (Decr.) in Temporarily Restricted Net Assets	193,600	1,011,407	817,807		
PERMANENTLY RESTRICTED:					
Major Gifts - Permanently Restricted	-	-	-		
Satisfied Restrictions	-	-	-		
Present Value Discounts Earned	-	-	-		
Investment Income	-	95,771	95,771		
Incr. (Decr.) in Perm. Restricted Net Assets	-	95,771	95,771		
TOTAL INCREASE (DECREASE) IN NET ASSETS	193,600	1,068,615	875,015		

USA Swimming Foundation
2019 Projection vs. 2020 Proposed Budget
As of 11/14/2019

	Projection 2019	Proposed Budget 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
UNRESTRICTED:					
REVENUE:					
Annual Campaign	\$ 675,000	\$ 700,000	\$ 25,000	3.7%	Proposed bump due to Olympic year and give/get being asked of new board members.
Major Gifts/Grants	270,614	215,000	(55,614)	-20.6%	Conservatively removed all non-multi-year agreements offset by projected major gifts increase bump in Olympic year.
Major Gifts - Trustee Satisfied Restrictions	350,000	450,000	100,000	28.6%	Two new trustees signed in 2019 to start paying in 2020. Budgeting 2 additional trustees.
Major Gifts/Grants - Other Satisfied Restrictions	283,593	217,000	(66,593)	-23.5%	Streamline Brands large amount in 2019, not currently scheduled for 2020.
Endowment Distributions	800,000	765,000	(35,000)	-4.4%	Incr. in Dirks distrib. offset plus end of Copses NT ath. grants (fully exec. in '19). NT T&T distr. \$50K in '20 vs. \$180K in '19.
Commercial Sponsorships	887,500	890,750	3,250	0.4%	Slight increase in P66 contract each year.
Olympic Trials Packages	-	168,060	168,060	-	Additional sold packages above and beyond the Trustees. Projecting to net \$0 with the expense line below.
Swim-a-Thon	375,000	375,000	-	0.0%	
USA Swimming Support - Staff Allocation	311,000	335,000	24,000	7.7%	Net zero to the Foundation, the same expenses are allocated below.
Golden Goggle Awards (net)	-	-	-	-	
Other Income	50,000	40,000	(10,000)	-20.0%	Apparel VIK, travel VIK, Credit Card rebates.
Investment Income / Imputed Interest	28,000	20,000	(8,000)	-28.6%	Interest income from short-term commercial paper investments.
Total Revenue	4,030,707	4,175,810	145,103	3.6%	
SUPPORTING EXPENSES:					
Annual Campaign	351,853	367,331	(15,478)	-4.4%	Performance camps do not occur in Olympic year offset by increase in direct mail and "other" due to raffle expenses around Trials.
Olympic Trials Packages	-	168,060	(168,060)	-	Breakeven via the add'l packages sold offset total exp for all packages (incl trustees) (nets \$0 with above rev).
Swim-a-Thon	185,580	168,144	17,436	9.4%	Primarily payroll allocation savings.
Major Gifts	374,378	428,958	(54,580)	-14.6%	Increased travel costs due to Strategy Team members involvement in major gifts, management fee allocation.
Marketing	27,525	52,200	(24,675)	-89.6%	Increase due to Trials booth.
Salaries and Benefits	81,927	47,401	34,526	42.1%	Primarily payroll allocation savings.
Board of Directors	9,900	35,125	(25,225)	-254.8%	Increase in travel for Board Members.
Trustee Council	7,740	15,160	(7,420)	-95.9%	
General and Administrative	351,050	369,605	(18,555)	-5.3%	Increase due to management fee allocation, increase in rent paid to Swimming per MoU detail.
Total Supporting Expenses	1,389,953	1,651,983	(262,030)	-18.9%	
PROGRAM EXPENSES:					
Make a Splash - Grants	616,310	378,655	237,655	38.6%	Conservatively removed non-multi-year grants that haven't been received for 2020.
Make a Splash - Programs	885,125	899,121	(13,996)	-1.6%	Increase primarily around Tour and Local Partner travel.
Total Make A Splash	1,501,435	1,277,776	223,659	14.9%	
Building Champions - Sport Development Grants	120,000	120,000	-	0.0%	
Building Champions - Other Programs	143,824	118,990	24,833	17.3%	Primarily payroll allocation savings.
Building Champions - National Team Grants	968,750	900,000	68,750	7.1%	Assumes current fund schedules and current endowment holders.
Building Champions - Alumni Programs	95,308	107,060	(11,752)	-12.3%	Increase due to events around Trials.
Total Building Champions	1,327,882	1,246,051	81,831	6.2%	
Total Program Expenses	2,829,317	2,523,827	305,490	10.8%	
Total Unrestricted Expenses	4,219,270	4,175,810	43,460	1.0%	
OPERATING SURPLUS (DEFICIT)	\$ (188,563)	\$ -	\$ 188,563		

USA Swimming Foundation
2019 Projection vs. 2020 Proposed Budget
As of 11/14/2019

	Projection 2019	Proposed Budget 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
Transfers to/from Operating Reserve	-	-	-		
Transfers to/from USA Swimming Endowment	-	-	-		
Incr. (Decr.) in Undesignated Net Assets	(188,563)	-	188,563		
BOARD DESIGNATED - ENDOWMENTS:					
Investment Income	750,000	470,000	(280,000)		
Endowment Distributions	(600,000)	(470,000)	130,000		
Incr. (Decr.) in Board Designated Net Assets	150,000	-	(150,000)		Always budget market neutral.
Incr. (Decr.) in Unrestricted Net Assets	(38,563)	-	38,563		
TEMPORARILY RESTRICTED:					
Major Gifts - Temporarily Restricted	1,595,000	737,500	(857,500)		Restr. Portion of P66 deal in 2019.
Satisfied Restrictions	(633,593)	(667,000)	(33,407)		Sum of Major Gifts/Grants - Trustee Satisfied and Other Satisfied.
Endowment Distrib. - Satisfied Restrictions	(200,000)	(295,000)	(95,000)		Escalations with our endowment holders.
Investment Income	250,000	295,000	45,000		
Incr. (Decr.) in Temporarily Restricted Net Assets	1,011,407	70,500	(940,907)		
PERMANENTLY RESTRICTED:					
Major Gifts - Permanently Restricted	-	-	-		
Satisfied Restrictions	-	-	-		
Present Value Discounts Earned	-	-	-		
Investment Income	95,771	-	(95,771)		
Incr. (Decr.) in Perm. Restricted Net Assets	95,771	-	(95,771)		
TOTAL INCREASE (DECREASE) IN NET ASSETS	1,068,615	70,500	(998,115)		



BUDGET

2020

USA Swimming Foundation, Inc.
Budget 2020
Summary

Line #	Page		Actual	Actual	Actual	Budget	Forecast	Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast	
			2016	2017	2018	2019	2019	2020	Favorable / (Unfavorable)		Favorable / (Unfavorable)	
									\$	%	\$	%
		UNRESTRICTED:										
		Revenue:										
1	3	Annual Campaign	\$ 578,873	\$ 702,200	\$ 696,369	\$ 725,000	\$ 675,000	\$ 700,000	\$ (50,000)	-6.9%	\$ 25,000	3.7%
2	3	Major Gifts/Grants	165,000	258,126	120,000	400,000	270,614	215,000	(129,386)	-32.3%	(55,614)	-20.6%
3	3	Major Gifts - Trustee Satisfied Restrictions	200,000	200,000	315,500	400,000	350,000	450,000	(50,000)	-12.5%	100,000	28.6%
4	3	Major Gifts/Grants - Other Satisfied Restrictions	40,300	122,490	121,266	156,400	283,593	217,000	127,193	81.3%	(66,593)	-23.5%
5	3	Endowment Distributions	2,568,064	576,250	713,600	680,000	800,000	765,000	120,000	17.6%	(35,000)	-4.4%
6	4	Commercial Sponsorships	846,411	871,089	830,000	960,000	887,500	890,750	(72,500)	-7.6%	3,250	0.4%
7	4	Olympic Trials Packages	237,706	-	-	-	-	168,060	-	0.0%	168,060	0.0%
8	4	Swim-a-Thon	372,323	355,405	361,920	375,000	375,000	375,000	-	0.0%	-	0.0%
9	4	USA Swimming Support - Cash	440,000	250,000	250,000	-	-	-	-	0.0%	-	0.0%
10	4	USA Swimming Support - Staff Allocation	327,344	231,061	342,921	311,000	311,000	335,000	-	0.0%	24,000	7.7%
11	4	Golden Goggle Awards (net)	300,000	150,000	150,000	150,000	-	-	(150,000)	-100.0%	-	0.0%
12	4	Miscellaneous	84,245	82,117	37,825	50,000	50,000	40,000	-	0.0%	(10,000)	-20.0%
13	4	Investment Income/ Imputed Interest	1,935	7,089	22,060	20,000	28,000	20,000	8,000	40.0%	(8,000)	-28.6%
14		Total Revenue	6,162,201	3,805,827	3,961,461	4,227,400	4,030,707	4,175,810	(196,693)	-4.7%	145,103	3.6%
		SUPPORTING EXPENSES:										
15	5	Annual Campaign	341,326	393,536	401,455	421,885	351,853	367,331	70,032	16.6%	(15,478)	-4.4%
16	13	Olympic Trials Packages	105,954	-	-	-	-	168,060	-	0.0%	(168,060)	0.0%
17	14-15	Swim-a-Thon	219,459	225,788	213,164	190,273	185,580	168,144	4,693	2.5%	17,436	9.4%
18	16-17	Major Gifts	309,442	353,937	361,357	415,811	374,378	428,958	41,433	10.0%	(54,580)	-14.6%
19	18	Marketing	49,856	456	19,647	29,000	27,525	52,200	1,475	5.1%	(24,675)	-89.6%
20	19	Salaries and Benefits	76,063	77,919	76,044	79,000	81,927	47,401	(2,927)	-3.7%	34,526	42.1%
21	20	Board of Directors	12,141	13,447	15,747	16,200	9,900	35,125	6,300	38.9%	(25,225)	-254.8%
22	21	Trustee Council	32,297	4,722	10,477	12,500	7,740	15,160	4,760	38.1%	(7,420)	-95.9%
23	22	General and Administrative	239,232	283,859	363,830	354,995	351,050	369,605	3,945	1.1%	(18,555)	-5.3%
24		Total Supporting Expenses	1,385,770	1,353,664	1,461,720	1,519,664	1,389,953	1,651,983	129,711	8.5%	(262,030)	-18.9%
		PROGRAM EXPENSES:										
25	29	Make a Splash - Grants	403,383	494,737	701,591	618,200	616,310	378,655	1,890	0.3%	237,655	38.6%
26	23-28	Make a Splash - Programs	915,738	870,289	920,785	979,373	885,125	899,121	94,248	9.6%	(13,996)	-1.6%
27		Total Make A Splash	1,319,121	1,365,026	1,622,376	1,597,573	1,501,435	1,277,776	96,138	6.0%	223,659	14.9%
28	30	Building Champions - Sport Development Grants	120,000	120,000	120,000	120,000	120,000	120,000	-	0.0%	-	0.0%
29	31	Building Champions - Other Programs	147,390	93,158	144,753	144,753	143,824	118,990	929	0.6%	24,833	17.3%
30	32	Building Champions - National Team Grants	2,584,550	612,500	783,600	735,700	968,750	900,000	(233,050)	-31.7%	68,750	7.1%
31	33	Building Champions - Alumni Programs	139,043	91,654	96,742	109,710	95,308	107,060	14,402	13.1%	(11,752)	-12.3%
32		Total Building Champions	2,990,983	917,312	1,145,095	1,110,163	1,327,882	1,246,051	(217,719)	-19.6%	81,831	6.2%
33		Total Program Expenses	4,310,104	2,282,338	2,767,471	2,707,736	2,829,317	2,523,827	(121,581)	-4.5%	305,490	10.8%
34		Total Unrestricted Expenses	5,695,874	3,636,002	4,229,191	4,227,400	4,219,270	4,175,810	8,130	0.2%	43,460	1.0%
35		Operating Surplus (Deficit)	466,327	169,825	(267,730)	0	(188,563)	-	(188,563)		188,563	
36		Transfers to/from Operating Reserve	(1,201,550)	121,300	(120,750)	-	-	-	-		-	
37		Transfers to/from USA Swimming Endowment	(1,000,000)	(220,000)	(501,000)	-	-	-	-		-	
38		Increase (Decrease) in Undesignated Net Assets	(1,735,223)	71,125	(889,480)	0	(188,563)	-	(188,563)		188,563	

USA Swimming Foundation, Inc.
Budget 2020
Summary

Line #	Page		Actual	Actual	Actual	Budget	Forecast	Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast	
			2016	2017	2018	2019	2019	2020	Favorable / (Unfavorable)		Favorable / (Unfavorable)	
									\$	%	\$	%
		BOARD DESIGNATED - FUNDS:										
39		USA Swimming Donations	1,000,000	1,000,000	-	-	-	-	-	-	-	-
40		Omaha 2012 satisfied restriction	2,047,050	-	-	-	-	-	-	-	-	-
41		Transfers to/from Operating Reserve	1,201,550	(121,300)	120,750	-	-	-	-	-	-	-
42		Transfers to/from USA Swimming Fund	1,000,000	220,000	501,000	-	-	-	-	-	-	-
43		Travel & Training Fund (unclaimed prize \$)	65,041	44,310	404,076	-	-	-	-	-	-	-
44		Investment Income	469,113	1,554,227	(679,684)	480,000	750,000	470,000	270,000		(280,000)	
45	3	Endowment Distributions	(300,000)	(430,000)	(533,600)	(480,000)	(600,000)	(470,000)	(120,000)		130,000	
46		Increase (Decrease) in Board Designated Net Assets	5,482,754	2,267,237	(187,458)	-	150,000	-	150,000		(150,000)	
47		Increase (Decrease) in Unrestricted Net Assets	3,747,531	2,338,362	(1,076,938)	0	(38,563)	-	(38,563)		38,563	
		TEMPORARILY RESTRICTED:										
48	3	Major Gifts - Temporarily Restricted	366,919	583,750	1,003,181	750,000	1,595,000	737,500	845,000		(857,500)	
49	3	Satisfied Restrictions	(590,300)	(672,490)	(786,766)	(556,400)	(633,593)	(667,000)	(77,193)		(33,407)	
50		Omaha 2012 - satisfied restriction	(2,047,050)	-	-	-	-	-	-		-	
51	4	Golden Goggles - satisfied restriction	(50,000)	(50,000)	(50,000)	-	-	-	-		-	
52		Present Value Discounts Earned (Recorded) net	20,929	10,605	-	-	-	-	-		-	
53	3	Endowment Distributions - Satisfied Restrictions	(221,014)	(146,250)	(180,000)	(200,000)	(200,000)	(295,000)	-		(95,000)	
54		Investment Income	236,979	414,817	(99,188)	200,000	250,000	295,000	50,000		45,000	
55		Increase (Decrease) in Temporarily Restricted Net Assets	(2,283,537)	140,432	(112,773)	193,600	1,011,407	70,500	817,807		(940,907)	
		PERMANENTLY RESTRICTED:										
56		Major Gifts - Permanently Restricted	50,000	600,000	-	-	-	-	-		-	
57		Present Value Discounts Earned	3,778	-	-	-	-	-	-		-	
58		Investment Income	-	-	(95,771)	-	95,771	-	95,771		(95,771)	
59		Increase (Decrease) in Permanently Restricted Net Assets	53,778	600,000	(95,771)	-	95,771	-	95,771		(95,771)	
60		TOTAL INCREASE (DECREASE) IN NET ASSETS	1,517,772	3,078,794	(1,285,482)	193,600	1,068,615	70,500	875,015		(998,115)	
61		Net Assets - Beginning of Year	16,804,403	18,322,175	21,400,969	20,115,487	20,309,087	20,309,087				
62		NET ASSETS - END OF YEAR	\$ 18,322,175	\$ 21,400,969	\$ 20,115,487	\$ 20,309,087	\$ 21,377,702	\$ 20,379,587				

**USA Swimming Foundation, Inc.
Revenue Budget 2020**

Line #		Actual	Actual	Actual	Budget	Forecast	Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast	
		2016	2017	2018	2019	2019	2020	Favorable / (Unfavorable)		Favorable / (Unfavorable)	
								\$	%	\$	%
Annual Campaign:											
1	Champions Club	296,284	334,554	342,247	360,000	320,000	380,000	(40,000)	-11.1%	60,000	18.8%
2	Fundraisers (including Performance Camps and Lunch	45,541	124,000	119,520	130,000	125,600	10,000	(4,400)	-3.4%	(115,600)	-92.0%
3	Auctions	136,005	147,252	155,175	160,000	160,000	165,000	-	0.0%	5,000	3.1%
4	Under \$1,000	101,043	96,394	79,427	75,000	69,400	115,000	(5,600)	-7.5%	45,600	65.7%
5	Trials Raffle						30,000				
6	Total Annual Campaign	578,873	702,200	696,369	725,000	675,000	700,000	(50,000)	-6.9%	25,000	3.7%
Major Gifts/ Grants - Unrestricted:											
7	Major Gifts	581,919	1,357,762	1,063,181	875,000	1,865,614	852,500	990,614	113.2%	(1,013,114)	-54.3%
8	Grants		84,114	60,000	125,000	-	100,000	(125,000)	-100.0%	100,000	0.0%
9	Philanthropic Partnerships (Goldfish)				150,000	-	-	(150,000)	-100.0%	-	0.0%
10	Total Major Gifts/ Grants	581,919	1,441,876	1,123,181	1,150,000	1,865,614	952,500	715,614	62.2%	(913,114)	-54.3%
11	Less: Restricted (See below)	(416,919)	(1,183,750)	(1,003,181)	(750,000)	(1,595,000)	(737,500)	(845,000)	112.7%	857,500	-53.8%
12	Total Major Gifts - Unrestricted	165,000	258,126	120,000	400,000	270,614	215,000	(129,386)	-32.3%	(55,614)	-108.1%
Major Gifts/ Grants - Received/ Released:											
13	Time - Trustee Receipts	200,000	200,000	315,500	400,000	350,000	450,000	(50,000)	-12.5%	100,000	28.6%
14	Time - Other	40,300	122,490	121,266	-	-	-	-	0.0%	-	0.0%
15	<i>Time Restrictions Released</i>	240,300	322,490	436,766	400,000	350,000	450,000	(50,000)	-12.5%	100,000	28.6%
16	Phillips 66 - GGA	50,000	50,000	50,000	-	-	-	-	0.0%	-	0.0%
17	Other (See Schedule)				156,400	283,593	217,000	127,193	81.3%	(66,593)	-23.5%
18	<i>Purpose Restrictions Released</i>	50,000	50,000	50,000	156,400	283,593	217,000	127,193	81.3%	(66,593)	-23.5%
19	Less: Allocated to GGA	(50,000)	(50,000)	(50,000)	-	-	-	-	0.0%	-	0.0%
20	Subtotal	240,300	322,490	436,766	556,400	633,593	667,000	77,193	13.9%	33,407	5.3%
Endowment Distributions:											
21	Temp Restricted - Omaha	50,000	-	-	-	-	-	-	0.0%	-	0.0%
22	Temp Restricted - Dirks	125,000	137,500	150,000	162,500	162,500	250,000	-	0.0%	87,500	53.8%
23	Less: Dirks Investment Revenue Cap	46,014	-	-	-	-	-	-	0.0%	-	0.0%
24	Temp Restricted - Copses		8,125	13,750	19,375	19,375	25,000	-	0.0%	5,625	29.0%
25	Temp Restricted - Blavatnik		-	2,500	3,750	3,750	5,000	-	0.0%	1,250	33.3%
26	Temp Restricted - Buckley		625	1,250	1,875	1,875	2,500	-	0.0%	625	33.3%
27	Other				-	-	-	-	0.0%	-	0.0%
28	Temp Restricted - Van Cleave			12,500	12,500	12,500	12,500	-	0.0%	-	0.0%
29	Temp Restricted - Omaha	2,047,050	-	-	-	-	-	-	0.0%	-	0.0%
30	Temp Restricted Endow. Distributions	2,268,064	146,250	180,000	200,000	200,000	295,000	-	0.0%	95,000	47.5%
31	Board Designated - Athlete Endowment	250,000	250,000	250,000	250,000	250,000	250,000	-	0.0%	-	0.0%
32	Board Designated - USA Swimming Endowment	50,000	150,000	150,000	150,000	170,000	170,000	20,000	13.3%	-	0.0%
33	Board Designated - Travel & Training Endowment	-	30,000	133,600	80,000	180,000	50,000	100,000	125.0%	(130,000)	-72.2%
34	Board Designated Endow. Distributions	300,000	430,000	533,600	480,000	600,000	470,000	120,000	25.0%	(130,000)	-21.7%
35	<i>Total Endowment Distributions</i>	2,568,064	576,250	713,600	680,000	800,000	765,000	120,000	17.6%	(35,000)	-4.4%
36	Total Satisfied Restrictions & Distributions	2,808,364	898,740	1,150,366	1,236,400	1,433,593	1,432,000	197,193	15.9%	(1,593)	-0.1%

**USA Swimming Foundation, Inc.
Revenue Budget 2020**

Line #		Actual	Actual	Actual	Budget	Forecast	Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast	
		2016	2017	2018	2019	2019	2020	Favorable / (Unfavorable)		Favorable / (Unfavorable)	
								\$	%	\$	%
	Commercial Sponsorships:										
37	Sponsorship - Phillips 66 - Tour	260,000	275,000	275,000	300,000	300,000	300,000	-	0.0%	-	0.0%
38	Sponsorship - Phillips 66 (satisfied restriction 2009-201	350,000	350,000	350,000	350,000	350,000	353,250	-	0.0%	3,250	0.9%
39	Sponsorship - Arena	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%	-	0.0%
40	Sponsorship - TYR	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%	-	0.0%
41	Sponsorship - Speedo	25,000	25,000	25,000	25,000	25,000	25,000	-	0.0%	-	0.0%
42	Sponsorship - Marriott	50,000	50,000		50,000			(50,000)	-100.0%	-	0.0%
43	Sponsorship - BMW	10,000	-	10,000	25,000			(25,000)	-100.0%	-	0.0%
44	Sponsorship - Comcast				50,000			(50,000)	-100.0%	-	0.0%
45	Sponsorship - Goldfish			20,000	60,000	60,000	60,000	-	0.0%	-	0.0%
46	John Wayne Cancer Foundation	22,500	20,000	-	-			-	0.0%	-	0.0%
47	Pollo Tropical	8,911	1,089	-	-			-	0.0%	-	0.0%
48	SwimWays	20,000	50,000	50,000	-	52,500	52,500	52,500	0.0%	-	0.0%
49	Sponsorship - Other		-	-	-			-	0.0%	-	0.0%
50	Total Sponsorship	846,411	871,089	830,000	960,000	887,500	890,750	(72,500)	-7.6%	3,250	0.4%
51	Olympic Trials Packages	237,706	-	-	-	-	168,060	-	0.0%	168,060	0.0%
52	Swim-a-Thon	372,323	355,405	361,920	375,000	375,000	375,000	-	0.0%	-	0.0%
53	USA Swimming - Cash	440,000	250,000	250,000	-	-	-	-	0.0%	-	0.0%
54	USA Swimming - Staff Allocation	327,344	231,061	342,921	311,000	311,000	335,000	-	0.0%	24,000	7.7%
55	USA Swimming - Other	-	-	-	-	-	-	-	0.0%	-	0.0%
56	USA Swimming Support:	767,344	481,061	592,921	311,000	311,000	335,000	-	0.0%		0.0%
57	Golden Goggle Awards (net)	300,000	150,000	150,000	150,000	-	-	(150,000)	-100.0%	-	0.0%
	Miscellaneous:										
58	Apparel VIK	30,866	35,066	21,005	30,000	30,000	30,000	-	0.0%	-	0.0%
59	Travel VIK	1,818	15,841	11,990	10,000	10,000	-	-	0.0%	(10,000)	-100.0%
60	Alumni	44,397	-					-	0.0%	-	0.0%
61	AmEx		28,000	4,830	10,000	10,000	10,000	-	0.0%	-	0.0%
62	Other	7,164	3,210					-	0.0%	-	0.0%
63	Total Miscellaneous	84,245	82,117	37,825	50,000	50,000	40,000	-	0.0%	(10,000)	-20.0%
64	Investment Income	1,935	7,089	22,060	20,000	28,000	20,000	8,000	40.0%	(8,000)	-28.6%
65	TOTAL UNRESTRICTED REVENUE	6,162,201	3,805,827	3,961,461	4,227,400	4,030,707	4,175,810	(196,693)	-4.7%	145,103	3.6%
	RESTRICTED										
66	TOTAL RESTRICTED MAJOR GIFTS	416,919	1,183,750	1,003,181	750,000	1,595,000	737,500	845,000	112.7%	(857,500)	-53.8%

ANNUAL CAMPAIGN SUMMARY

Page #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)	
								\$	%	\$	%
	Annual Campaign										
	1155 Fundraisers	12,901	0	0	0	0	0	0	0%	0	0%
6	1151 Luncheons	6,904	6,397	4,176	5,000	5,025	4,400	(25)	-1%	625	12%
7	1154 Performance Camps	517	58,043	66,303	64,400	37,150	0	27,250	42%	37,150	100%
8	1122 Silent Auctions	37,958	31,137	42,503	41,000	41,000	55,000	0	0%	(14,000)	-34%
9	1123 Direct Mail	47,685	86,746	89,113	97,000	97,000	100,909	0	0%	(3,909)	-4%
10	1124 Champions Club	25,541	26,097	31,561	24,100	25,100	30,700	(1,000)	-4%	(5,600)	-22%
11	1125 Annual Campaign - Other	74,694	26,634	44,928	46,000	25,275	57,425	20,725	45%	(32,150)	-127%
12	1992 Allocation of Salaries and Benefits	135,126	158,482	122,872	144,385	121,303	118,897	23,082	16%	2,406	2%
	TOTAL ANNUAL CAMPAIGN	341,326	393,536	401,455	421,885	351,853	367,331	70,032	17%	(15,478)	-4%

USA Swimming Foundation 2020 Program Budget Request
Luncheon Fundraisers Program:1151
Program Manager: Kaitlyn Norton/Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60010	Postage		21	21								
60011	Freight		22	40		60						
60015	Printing And Duplication		9	572	100	15	100	85	0%	(85)	-567%	
60017	Personal Car Mileage		44			90						
60020	Supplies	22	0									
60033	Meals & Entertainment	129		2,154								
60035	Gas-Car Rental			52								
60040	Airfare	835	346		475	390	475	85	18%	(85)	-22%	Budgeting 1 trip for 1 traveler
60041	Ground Transportation	137	106		20	285	20	(265)	-1325%	265	93%	
60042	Food And Lodging	633	481	149	185	365	185	(180)	-97%	180	49%	
60043	Per Diem		114		120	320	120	(200)	-167%	200	63%	
60044	Hospitality	3,925	3,070	1,000	3,400	2,800	3,300	600	18%	(500)	-18%	
60049	Honoraria-Athletes		500									
60055	Awards	315										
60060	Gear/Equipment/Signage		990									
60065	Equipment/Space Rental	459										
60056	Protocol/Gifts		454		550	0	0	550	100%	0	0%	
60087	Credit Card Fees	449	240	189	150	300	200	(150)	-100%	100	33%	
60098	Dues & Fees	0				400		(400)	0%	400	100%	
	TOTAL EXPENSES	6,904	6,397	4,176	5,000	5,025	4,400	(25)	-1%	625	12%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Performance Camps Program:1154
Program Manager: Nicole Wilson

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											
60004	Conference Calls		4	0		5						Performance Camps do not take place in Olympic years.
60010	Postage	61	143	126	400	-	0	400	100%	0	0%	
60011	Freight	57	34	487		215	0					
60013	Excess Baggage Tips			75		60	0					
60015	Printing And Duplication	399	1,097	1,214	1,000	1,125	0	(125)	-13%	1,125	100%	
60017	Personal Car Mileage		21	57	100	100	0	0	0%	100	100%	
60020	Supplies		193	290	385	765	0	(380)	-99%	765	100%	
60025	Advertising					-	0					
60033	Meals & Entertainment		1,662	940	5,690	670	0	5,020	88%	670	100%	
60035	Car Rental/Gas		121	281	1,500	170	0	1,330	89%	170	100%	
60036	Lodging			15,660		-	0					
60039	Airfare - VIK			1,500		-	0					
60040	Airfare		6,788	5,377	5,225	4,300	0	925	18%	4,300	100%	
60041	Ground Transportation		433	241	500	845	0	(345)	-69%	845	100%	
60042	Food And Lodging		9,590		13,500	13,500	0	0	0%	13,500	100%	
60043	Per Diem					-	0					
60044	Hospitality		5,479	4,134		45	0					
60049	Honoraria-Athletes		250	4,000		-	0					
60050	Honoraria		9,225	7,100	9,000	2,000	0	7,000	78%	2,000	100%	
60056	Protocol/Gifts		4,360	9,654	8,000	1,900	0	6,100	76%	1,900	100%	
60058	Fulfillment					-	0					
60060	Gear/Equipment/Signage		245			-	0					
60061	Apparel		2,557	4,244	9,500	2,150	0	7,350	77%	2,150	100%	
60062	Apparel - VIK		5,813	5,240		-	0					
60070	Camera, Photo, Video		3,916	1,300	4,000	500	0	3,500	88%	500	100%	
60075	Automobile Expense		130	30		-	0					
60087	Credit Card Fees		3,042	3,267	3,100	3,345	0	(245)	-8%	3,345	100%	
60097	Other Professional Services		2,765	839	2,500	5,155	0	(2,655)	-106%	5,155	100%	
60098	Other Fees		175	245		300	0					
	TOTAL EXPENSES	517	58,043	66,303	64,400	37,150	0	27,250	42%	37,150	100%	

USA Swimming Foundation 2020 Program Budget Request
Silent Auctions Program:1122
Program Manager: Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
								Favorable / (Unfavorable) \$ %	Favorable / (Unfavorable) \$ %			
	EXPENSES:											
60005	Internet				1,000	1,000	1,000	0	0%	0	0%	
60010	Postage	41	31	253		0	300			(300)	0%	
60011	Freight	11,300	5,900	10,886	6,000	6,000	11,000	0	0%	(5,000)	-83%	All Shipping
60013	Excess Baggage Tips		40	80	100	100	100	0	0%	0	0%	
60015	Printing And Duplication	80	622	113	500	500	500	0	0%	0	0%	
60017	Personal Car Mileage	68	14	96	100	100	100	0	0%	0	0%	
60020	Supplies	1,156	3,914	2,394	5,000	5,000	3,000	0	0%	2,000	40%	Centerpiece auction, Frames, décor, display items etc...
60033	Meals & Entertainment	3,110	107									
60036	Lodging			558								
60037	Food And Lodging - VIK	748										
60040	Airfare	270	486	1,291								
60041	Ground Transportation	105		403								
60042	Food And Lodging	435		1,516								
60043	Per Diem	131		477								
60045	Tickets		136									
60055	Awards/Gifts	139										
60056	Protocol	543	99	138								
60058	Fulfillment	1,567		8,650	5,000	5,000	9,000	0	0%	(4,000)	-80%	Meals. Tickets, add owns that we have to buy
60060	Gear/Equipment/Signage	23			300	300		0	0%	300	100%	
60065	Equipment/Space Rental	946	505	739	500	500	1,000	0	0%	(500)	-100%	Designated Auction room for set-up etc...
60070	Camera, Photo, Video	10				0						
60080	Subscriptions				6,000	6,000	6,000	0	0%	0	0%	501 Services
60087	Credit Card Fees	4,804	5,473	5,273	5,500	5,500	6,000	0	0%	(500)	-9%	
60097	Other Professional Services	12,332		9,635	4,000	4,000	10,000	0	0%	(6,000)	-150%	Auctioneer
60098	Other Fees	150	13,810		7,000	7,000	7,000	0	0%	0	0%	Consignment Fees
TOTAL EXPENSES		37,958	31,137	42,503	41,000	41,000	55,000	0	0%	(14,000)	-34%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Direct Mail Program:1123
Program Manager: Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60010	Postage	15,924	14,700	16,857	50,000	50,000	20,909	0	0%	29,091	58%	
60011	Freight	91						0				
60015	Printing And Duplication	18,954	72,046	72,256	45,000	45,000	78,000	0	0%	(33,000)	-73%	
60070	Camera, Photo, Video	1,216										
60097	Other Professional Service				2,000	2,000	2,000	0	0%	0	0%	
60099	Data Base Fees	11,500						0				Probable Database analytics project - depending on CRM Project/capability
	TOTAL EXPENSES	47,685	86,746	89,113	97,000	97,000	100,909	0	0%	(3,909)	-4%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Champions Club Program:1124
Program Manager: Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60010	Postage	1,281	1,377	961	2,000	2,000	1,700	0	0%	300	15%	
60011	Freight	2,008	1,938	3,069	2,100	2,100	3,000	0	0%	(900)	-43%	Shipping for gifts.
60015	Printing And Duplication	108	2,935	3,688	4,000	4,000	4,000	0	0%			
60020	Supplies	1,517	831	282		-						
60033	Meals and Entertainment		32	44		-						
60041	Ground Transportation	16				-						
60042	Food And Lodging	1,040	533			-						
60044	Hospitality	3,506	6,070	7,256	6,500	6,500	7,000	0	0%	(500)	-8%	CC Reception.
60045	Tickets					-						
60055	Awards/Gifts	218	3,796			-						
60056	Protocol	6,259	2,358	10,517	6,000	6,000	4,000	0	0%	2,000	33%	Small and EOY Gifts.
60062	Apparel - VIK		2,900									
60065	Equipment/Space Rental	5,541		1,235		-	6,000			(6,000)	0%	Decades in Olympic year.
60071	Television/Video Production	612										
60085	Graphics/ Art Work			85								
60087	Credit Card Fees	3,435	3,327	4,424	3,500	4,500	5,000	(1,000)	-29%	(500)	-11%	
	TOTAL EXPENSES	25,541	26,097	31,561	24,100	25,100	30,700	(1,000)	-4%	(5,600)	-22%	

USA Swimming Foundation 2020 Program Budget Request
Annual Campaign - Other Program:1125
Program Manager: Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60003	Cellular Phone Charges	890	963	1,453	1,200	1,200	1,200	0	0%	0	0%	
60005	Internet Service			26	25	25	25	0	0%	0	0%	
60010	Postage	13,668	1,350	3,377	1,500	1,500	1,500	0	0%	0	0%	
60011	Freight	2,327	2,802	2,656	3,000	3,000	3,000	0	0%	0	0%	Shipping to/from onsite events
60013	Excess Baggage Tips	365	465	70	400	200	200	200	50%	0	0%	
60015	Printing And Duplication	25,427	4,894	6,699	5,500	1,200	5,000	4,300	78%	(3,800)	-317%	Includes Annual Report
60016	Car Rental/Gas				2,550	2,400	2,400	150	6%	0	0%	
60017	Personal Car Mileage	461	344	153	400	400	400	0	0%	0	0%	
60020	Supplies	109	160	436	200	200	500	0	0%	(300)	-150%	
60030	Software	2,500			1,000			1,000	100%			
60033	Meals & Entertainment	230	134		250			250	100%			
60034	Car Rental	1,086	1,081	1,131								
60035	Gas-Car Rental			62								
60037	Food & Lodging-VIK		185									
60040	Airfare	3,219	1,956	3,472	4,000	3,500	4,000	500	13%	(500)	-14%	Budgeting for 8 trips
60041	Ground Transportation	995	810	960	1,000		1,000	1,000	100%	(1,000)	0%	
60042	Food And Lodging	9,785	5,084	6,691	7,400	5,400	7,400	2,000	27%	(2,000)	-37%	Budgeting for 8 trips
60043	Per Diem	2,713	1,444	1,915	2,200	2,000	2,200	200	9%	(200)	-10%	
60044	Hospitality	313	181	116	200		100	200	100%	(100)	0%	
60056	Protocol	5,338	2,553	768	3,000	-	1,000	3,000	100%	(1,000)	0%	
60058	Fulfillment						4,000	0	0%	(4,000)	0%	Grand prize raffle winner
60060	Gear/Equipment/Signage	450						0	0%	0	0%	
60061	Apparel	489		87								
60062	Apparel - VIK			315								
60065	Equipment/Space Rental				3,000	1,000	1,000	2,000	67%	0	0%	
60070	Camera, Photo, Video				4,000	1,000	2,000	3,000	75%	(1,000)	-100%	
60080	Subscriptions	199	199	199	1,000	500	500	500	50%	0	0%	
60085	Graphics/Art Work	225										
60087	Credit Card Fees	3,179	939	1,492	1,000	750	3,500	250	25%	(2,750)	-367%	Increase in Credit Card fees for raffle entries
60097	Other Professional Service	125	750	12,670	2,000	500	2,000	1,500	75%	(1,500)	-300%	
60098	Dues/Fees	500	340	180	425	500	500	(75)	-18%	0	0%	
60666	Miscellaneous				750			750	100%			
	Management Fee						14,000			(14,000)	0%	
	TOTAL EXPENSES	74,694	26,634	44,928	46,000	25,275	57,425	20,725	45%	(32,150)	-127%	

USA Swimming Foundation 2020 Program Budget Request
Allocation of Salaries and Benefits Program:1992
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
61025	EXPENSES:											
	Allocation of Salaries and Benefits - Annual Campaign	135,126	158,482	122,872	144,385	121,303	118,897	23,082	16%	2,406	2%	
	TOTAL EXPENSES	135,126	158,482	122,872	144,385	121,303	118,897	23,082	16%	2,406	2%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Olympic Trials VIP Packages Program:1011
Program Manager: Scott Usher

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Budget	Budget	Actual	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											Donor hospitality and cultivation at Olympic Trials
60010	Postage	402										
60011	Freight	1,645					1,500			(1,500)	0%	
60015	Printing and Duplication	364					250			(250)	0%	
60020	Supplies	2,484					1,500			(1,500)	0%	
60033	Meals & Entertainment	30					16,500					
60040	Airfare	1,129					1,600			(1,600)	0%	
60041	Ground Transportation	515					160					
60042	Lodging (VIP packages)	35,895					9,000			(9,000)	0%	
60044	Hospitality (VIP packages)	25,481					35,000			(35,000)	0%	
60045	Tickets (VIP packages)	13,200					72,800					
60049	Honoraria - Athletes	3,150					4,500					
60055	Awards/Gifts (VIP packages)	3,101					12,000			(12,000)	0%	
60056	Protocol	5,511										
60062	Apparel - VIK	2,117										
60065	Equipment/Space Rental	245										
60087	Credit Card Fees	4,575										
60097	Other Professional Services	6,110										
60666	MISC (VIP packages)						15,000			(15,000)	0%	
	TOTAL EXPENSES	105,954	0	0	0	0	168,060			(168,060)	0%	

USA Swimming Foundation 2020 Program Budget Request
Swim-A-Thon Program: 1028
Program Manager: Amanda Nusbaum

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60003	Cellular Phone Charges			35								
60004	Conference Calls			6	15	-	0	15	100%	0	0%	
60010	Postage	49	3	1,765	50	1,350	50	(1,300)	-2600%	1,300	96%	
60011	Freight	13,201	13,084	13,383	13,400	13,000	10,000	400	3%	3,000	23%	
60013	Excess Baggage		25									
60015	Printing And Duplication	5,822	8,028	11,322	6,500	2,500	2,000	4,000	62%	500	20%	
60017	Personal Car Mileage		89	169	150	150	150	0	0%	0	0%	
60020	Supplies	657	784	1,186	640	500	500	140	22%	0	0%	
60025	Advertising	4,650	1,550		1,500			1,500	100%			
60030	Software			477								
60033	Meals & Entertainment	80										
60034	Car Rental/Gas		170		150	150	150	0	0%	0	0%	
60037	Food And Lodging - VIK		622									
60039	Airfare - VIK			500								
60040	Airfare		805	237	1,425	700	500	725	51%	200	29%	
60041	Ground Transportation		348	135	200	200	200	0	0%	0	0%	
60042	Food And Lodging		369	327	450	450	450	0	0%	0	0%	
60043	Per Diem		414	171	360	100	100	260	72%	0	0%	
60049	Honoraria-Athletes		2,500	1,250	2,500	2,500	2,500	0	0%	0	0%	
60050	Honoraria			1,250								
60055	Awards/Gifts	25,231	14,263	21,500	27,000	29,000	17,000	(2,000)	-7%	12,000	41%	
60056	Protocol	1,800	9,289	1,800	0							
60060	Gear/Equipment Signage		409	293	300	150	150	150	50%	0	0%	
60061	Apparel		26	77	60	60	60	0	0%	0	0%	
60062	Apparel-VIK	28,189	26,353	14,716	18,000	8,000	18,000	10,000	56%	(10,000)	-125%	
60065	Equipment/Space Rental		220	676	300	-	0	300	100%	0	0%	
60071	Television/Video Production				1,000	3,635	1,000	(2,635)	-264%	2,635	72%	
60085	Graphics/ Art Work			300		450	200	(450)	0%	250	56%	
60087	Credit Card Fees	2,699	3,674	2,613	3,000	3,000	3,000	0	0%	0	0%	
60090	Depreciation/Amortization	46,639	46,639	34,979								
61001	Swimming Staff Allocation	40,273	40,804	33,305	30,205	30,205	32,536	0	0%	(2,331)	-8%	
	Management Fee						10,000			(10,000)	0%	
	TOTAL EXPENSES	169,290	170,468	142,473	107,205	96,100	98,546	11,105	10%	(2,446)	-3%	

USA Swimming Foundation 2020 Program Budget Request
Allocation of Salaries and Benefits Program:1997
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
61025	EXPENSES:											
	Allocation of Salaries and Benefits - SAT	50,169	55,320	70,691	83,068	89,480	69,598	(6,412)	-8%	19,882	22%	
	TOTAL EXPENSES	50,169	55,320	70,691	83,068	89,480	69,598	(6,412)	-8%	19,882	22%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Major Gifts/Grants Program:1230
Program Manager: Scott Usher

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60003	Cellular Phone Charges	869	1,389	914	1,200	1,200	1,200	0	0%	0	0%	
60004	Conference Calls			33	30	30	0	0	0%	30	100%	
60005	Internet Service		26	31								
60010	Postage	199	87	20	180	180	10,180	0	0%	(10,000)		
60011	Freight	808	2,134	3,128	2,500	1,750	2,000	750	30%	(250)	-14%	
60013	Excess Baggage Tips	55	150	145	150	150		0	0%	150	100%	
60015	Printing And Duplication	3,353	824	5,452	4,000	4,000	5,000	0	0%	(1,000)	-25%	
60017	Personal Car Mileage	1,280	1,827	1,926	2,000	1,500	2,700	500	25%	(1,200)	-80%	
60020	Supplies	728	545	416	400	400	400	0	0%	0	0%	
60033	Meals & Entertainment	1,299	2,620	2,942	3,000	3,000	5,000	0	0%	(2,000)	-67%	
60034	Car Rental	1,628	3,647	3,042	4,750	2,900	3,600	1,850	39%	(700)	-24%	
60035	Gas-Car Rental	192	561	755	1,450	950	1,250	500	34%	(300)	-32%	
60036	Lodging			2,137								
60040	Airfare	10,415	11,141	14,548	17,100	16,600	22,200	500	3%	(5,600)	-34%	Budgeting approx 60 trips
60041	Ground Transportation	2,099	4,145	4,105	1,500	1,500	4,000	0	0%	(2,500)	-167%	
60042	Food And Lodging	9,394	15,387	17,953	20,400	31,200	39,100	(10,800)	-53%	(7,900)	-25%	Budgeting approx 60 trips
60043	Per Diem	2,824	3,502	3,602	5,940	8,140	11,220	(2,200)	-37%	(3,080)	-38%	
60044	Hospitality	4,572	1,296	6,353	6,000	4,000	8,000	2,000	33%	(4,000)	-100%	
60045	Tickets	75	941	566	750	750	5,000	0	0%	(4,250)	-567%	
60047	Entertainment	3,750			1,000	1,000	2,000	0	0%	(1,000)	-100%	
60049	Honoraria-Athletes		3,500		3,000	1,500	1,500	1,500	50%	0	0%	
60055	Awards/Gifts	916			750	750	0	0	0%	750	100%	
60056	Protocol	12,034	8,471	9,640	12,500	12,500	12,500	0	0%	0	0%	
60058	Fulfillment (Sponsorship)				5,000			5,000	100%			
60061	Apparel	416	493	195	200	200	200	0	0%	0	0%	
60062	Apparel - VIK			380								
60065	Equipment/Space Rental		200	762	1,000		12,000	1,000	100%	(12,000)	0%	
60070	Camera, Photo, Video				1,000			1,000	100%			
60085	Graphics/Art Work	150	1,384	860	1,000			1,000	100%			
60087	Credit Card Fees	1,235	910	650	900	900	900	0	0%	0	0%	
60097	Other Professional Service	7,440	3,871	1,150	2,500	2,500	5,000	0	0%	(2,500)	-100%	
60098	Dues/Fees	85	138	525	200	200	200	0	0%	0	0%	
61001	Swimming Staff Allocations	4,470	11,476	46,931	42,562	42,562	45,847	0	0%	(3,285)	-8%	
	Management Fee						86,000			(86,000)	0%	
	TOTAL EXPENSES	70,286	80,665	129,162	142,962	140,362	286,997	2,600	2%	(146,635)	-104%	

USA Swimming Foundation 2020 Program Budget Request
Allocation of Salaries and Benefits Program:1991
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
61025	EXPENSES:											
	Allocation of Salaries and Benefits - Major Gifts	239,156	273,272	232,195	272,849	234,016	141,961	38,833	14%	92,055	39%	
	TOTAL EXPENSES	239,156	273,272	232,195	272,849	234,016	141,961	38,833	14%	92,055	39%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Foundation Marketing Program:1980
Program Manager: Nicole Wilson

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60011	Freight	621	49									
60015	Printing and Duplication	428										
60017	Personal Car Mileage	13		161								
60020	Supplies	605		9								
60030	Software			5,248		2,850						Telerik renewal
60033	Meals & Entertainment	200				125						
60042	Food and Lodging			134								
60043	Per Diem			56								
60056	Protocol/Gifts	16,774		14,039	7,000	7,500	17,000	(500)	-7%	(9,500)	-127%	Trials year bump similar to 2016
60060	Gear/Equipment/Signage	888										
60061	Apparel	155										
60070	Camera, Photo, Video		407									
60080	Dues & Subscriptions				5,200	250	5,200	4,950	95%	(4,950)	-1980%	
60090	Amortization											
60097	Other Professional Service	30,172			16,800	16,800	30,000	0	0%	(13,200)	-79%	2019: CRM allocation from BI Dept - for tech improvements
	TOTAL EXPENSES	49,856	456	19,647	29,000	27,525	52,200	1,475	5%	(24,675)	-90%	2020: Trials booth

USA Swimming Foundation 2020 Program Budget Request
Salary and Benefits Program:1999 and 1699
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
61000	Salaries And Benefits	687,982	729,299	759,806	868,141	796,469	546,609	71,672	8%	249,860	31%	
60040	Airfare			492								
60097	Other Prof. Services	10,125										
61010	Moving Expenses	9,896	3,000	0								
61014	Payroll Taxes	33,935	37,287	38,779	51,908	47,417	44,046	4,491	9%	3,371	7%	
61017	Health/Life/Vision Insurance	63,396	75,184	59,834	67,707	61,850		5,857	9%	61,850	100%	
61015	Pension Contribution	44,671	47,090	52,073	94,865	86,659	42,904	8,206	9%	43,755	50%	
61019	Dental Insurance	6,371	6,460	3,076	5,950	5,435		515	9%	5,435	100%	
61006	Vision Ins.	1,326	1,271	269	1,165	1,065		100	9%	1,065	100%	
61026	Life Insurance	880	926	782	913	834		79	9%	834	100%	
61018	Disability Insurance	3,193	5,084	2,793	4,551	4,158		393	9%	4,158	100%	
61022	Eye Care Reimbursements	100	300	400	400	365		35	9%	365	100%	
61012	Club dues	3,000	3,000	3,000	3,000	2,740		260	9%	2,740	100%	
61024	Professional Development	16,738	19,176	9,875	10,400	9,500		900	9%	9,500	100%	
61025	Allocation of Salaries and Benefits	(823,076)	(868,917)	(876,531)	(1,030,000)	(934,565)	(677,034)	(95,435)	9%	(257,531)	28%	
	Other Total Benefits						90,876			(90,876)	0%	
61XXX	Allocated Salaries MAS #1699	17,526	18,759	21,396	0	0	0					
	TOTAL EXPENSES	76,063	77,919	76,044	79,000	81,927	47,401	(2,927)	-4%	34,526	42%	

USA Swimming Foundation 2020 Program Budget Request
Board of Directors Program:1803
Program Manager: Amanda Nusbaum

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											
60004	Conf. Calls		35	136	200	200	200	0	0%	0	0%	
60010	Postage		46	19								
60011	Freight	72	12	228	50	50	50	0	0%	0	0%	
60013	Excess Baggage/Tips	45										
60017	Personal Car Mileage	554	103	176	150	250	150	(100)	-67%	100	40%	
60033	Meals & Entertainment	626	571	1,719	1,000	1,000	750	0	0%	250	25%	
60036	Lodging			4,181		400		(400)	0%	400	100%	
60040	Airfare	2,633	2,046	856	2,850	2,000	17,100	850	30%	(15,100)	-755%	Budgeting for 12 travelers, 3 trips.
60041	Ground Transportation	58	28	107	75	350	75	(275)	-367%	275	79%	
60042	Food And Lodging	3,871	5,138	403	5,300	2,000	11,100	3,300	62%	(9,100)	-455%	Budgeting for 12 travelers, 3 trips.
60043	Per Diem			320		150	0	(150)	0%	150	100%	
60044	Hospitality	2,004	1,956	975	3,275	1,500	3,000	1,775	54%	(1,500)	-100%	
60055	Awards/Gifts		77		200	300	200	(100)	-50%	100	33%	
60056	Protocol	997	233	1,058								
60061	Apparel	14		432								
60065	Equipment/Space Rental	1,267	3,052	5,139	3,100	1,700	2,500	1,400	45%	(800)	-47%	
60098	Dues & Fees		150									
	TOTAL EXPENSES	12,141	13,447	15,747	16,200	9,900	35,125	6,300	39%	(25,225)	-255%	

USA Swimming Foundation 2020 Program Budget Request
Trustee Council Program:1804
Program Manager: Scott Usher

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60010	Postage	3										
60011	Freight			257	250	250	500	0		(250)	-100%	
60015	Printing And Duplication		161			-						
60016	Car Rental/Gas				300	600	150	(300)	-100%	450	75%	
60017	Personal Car Mileage			62	180	180	300	0	0%	(120)	-67%	
60020	Supplies		17		0	-						
60033	Meals & Entertainment			193	250	250	250	0	0%	0	0%	
60034	Car Rental			345		-	450			(450)	0%	
60034	Gas - Car Rental			51		-	150			(150)	0%	
60040	Airfare		815	498	800	-	2,400	800	100%	(2,400)	0%	
60041	Ground Transportation		15	581		-						
60042	Food And Lodging	7,870		2,524	3,000	2,500	4,000	500	17%	(1,500)	-60%	Budgeting for approx 15 travelers
60043	Per Diem			416	720	960	960	(240)	-33%	0	0%	Budgeting for approx 15 travelers
60044	Hospitality	10,409	2,240	2,500	2,500	1,000	1,500	1,500	60%	(500)	-50%	
60045	Tickets	7,700			500	500	500	0	0%	0	0%	
60049	Honoraria - Athletes			1,500		-						
60055	Awards/Gifts	399				-						
60056	Protocol	2,576	1,006	1,049	2,500	-	2,500	2,500	100%	(2,500)	0%	
60062	Apparel-VIK	560				-						
60065	Equipment/Space Rental	890	468		500	500	500	0	0%	0	0%	
60070	Camera, Photo, Video			500		-						
60097	Other Professional Services	1,890				-						
60666	Miscellaneous				1,000	1,000	1,000	0	0%	0	0%	
	TOTAL EXPENSES	32,297	4,722	10,477	12,500	7,740	15,160	4,760	38%	(7,420)	-96%	

USA Swimming Foundation 2020 Program Budget Request
Operational & Administrative Program:1990
Program Manager: Shana Ferguson, Amanda Nusbaum

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast		Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)	
								\$	%	\$	%	
	EXPENSES:											
60002	Long Distance Phone Service	370	364	179	350	-	-	350	100%			
60003	Cellular Phone Charges	3,074	2,650	3,512	2,160	2,160	1,500	0	0%	660	31%	
60004	Conf. Calls		44	14								
60005	Internet Service			52		20		(20)	0%	20	100%	
60006	Other Communications	600					-					
60010	Postage	62	69	12	15	15	15	0	0%	0	0%	
60011	Freight	2,476	1,228	844	1,200	800	1,500	400	33%	(700)	-88%	freight to USAS
60013	Excess Baggage Tips	50	128	185	150	150	150	0	0%	0	0%	
60015	Printing And Duplication	2,313	2,008	2,539	1,600	3,800	1,000	(2,200)	-138%	2,800	74%	
60017	Personal Car Mileage	206	226	344	200	100	200	100	50%	(100)	-100%	
60020	Supplies	2,456	1,869	6,284	1,500	2,000	3,000	(500)	-33%	(1,000)	-50%	
60030	Software			360	400	510	400	(110)	-28%	110	22%	
60033	Meals & Entertainment	917	1,154	787	1,000	500	700	500	50%	(200)	-40%	
60034	Car Rental	186	549	357	400	-	200	400	100%	(200)	0%	
60035	Gas-Car Rental	4	22	22								
60038	Travel Agent Fees		2,370	719								
60040	Airfare	2,769	4,048	732	1,900			1,900	100%			
60041	Ground Transportation	512	408	501	500		500	500	100%	(500)	0%	
60042	Food And Lodging	1,118	2,217	2,903	4,625	1,500	1,480	3,125	68%	20	1%	
60043	Per Diem	656	802	986	1,200	500	480	700	58%	20	4%	
60044	Hospitality	750	1,363	576	750	500	750	250	33%	(250)	-50%	
60055	Awards/Gifts	85		562	100	250	500	(150)	-150%	(250)	-100%	
60056	Protocol		293	1,904	500	-	-	500	100%			
60060	Gear/Equipment/Signage	1,125	308		500	800	1,000	(300)	-60%	(200)	-25%	
60061	Apparel	335	4,866	6,935	5,000	3,000	4,000	2,000	40%	(1,000)	-33%	
60064	Building Rent	60,000	60,000	60,000	60,000	60,000	70,000	0	0%	(10,000)	-17%	See MoU for breakout of Expenses.
60065	Equipment/Space Rental	600	750	283	800	1,500	1,200	(700)	-88%	300	20%	Includes convention booth
60070	Camera, Photo, Video		382	335	350	300	300	50	14%	0	0%	Convention and GGA Photographer
60080	Subscriptions		82	1,199	200	200	200	0	0%	0	0%	
60085	Graphics/ Art Work			200								
60086	Travel Agency Fees			3,580		2,500	3,000	(2,500)	0%	(500)	-20%	
60087	Credit Card Fees			3		-	-					
60088	State Registration Fees	13,466	7,864	11,292	12,500	12,500	12,500	0	0%	0	0%	
60090	Depreciation And Amortization		5,177	10,354	10,400	10,400	5,000	0	0%	5,400	52%	Amortization of \$40K Blackbaud Upgrade over 4 years
60093	Audit Fees	10,100	11,700	7,600	6,000	6,350	6,700	(350)	-6%	(350)	-6%	
60094	Legal	16,095	4,041	1,737	4,000	4,000	5,000	0	0%	(1,000)	-25%	
60097	Other Professional Service	822	31,603	3,892	22,000	22,000	22,000	0	0%	0	0%	Salesforce part of USA Swimming CRM
60098	Dues/Fees	7,115	7,754	17,034	18,000	18,000	-	0	0%	18,000	100%	
60099	Data Base Fees	13,472	25,428	20,150	20,000	20,000	10,000	0	0%	10,000	50%	Raiser's edge and Constant Contact
60666	Miscellaneous	(1)										
61001	Swimming Staff Allocation	97,499	102,092	194,864	176,695	176,695	190,330	0	0%	(13,635)	-8%	
	Management Fee						26,000			(26,000)	0%	
	TOTAL EXPENSES	239,232	283,859	363,830	354,995	351,050	369,605	3,945	1%	(18,555)	-5%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

MAKE A SPLASH SUMMARY

Page #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
Make a Splash Programs												
24	1610 Make a Splash - Other	192,874	160,807	137,279	140,333	119,938	148,502	20,395	15%	(28,564)	0%	
25	1613 Make a Splash - Tour	297,915	307,781	376,088	374,710	331,754	350,365	42,956	11%	(18,611)	-6%	
26	1671 Make a Splash - Local Partner Program	113,895	113,667	83,724	81,800	55,950	85,690	25,850	32%	(29,740)	-53%	
27	1674 Make a Splash - Affiliates	7,907	11,278	7,606	11,100	8,095	24,625	3,005	27%	(16,530)	-204%	
28	1993 Make a Splash - Allocation of Salaries	303,147	276,756	316,087	371,430	369,388	289,939	2,042	1%	79,449	22%	
		915,738	870,289	920,785	979,373	885,125	899,121	94,248	10%	(13,996)	-2%	
29	16XX Make a Splash - Grants	403,383	494,737	701,591	618,200	616,310	378,655	1,890	0%	237,655	39%	
TOTAL MAKE A SPLASH		1,319,121	1,365,026	1,622,376	1,597,573	1,501,435	1,277,776	96,138	6%	223,659	15%	

USA Swimming Foundation 2020 Program Budget Request
Make A Splash - Other Program:1610
Program Manager: Tina Dessart

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60003	Cell Phone Charges	2,381	2,385	2,373	2,400	2,400	2,400	0	0%	0	0%	
60004	Conference Calls		14	19	30	30	30	0	0%	0	0%	
60005	Internet			60	0	-						
60010	Postage		12		0	-						
60011	Freight	233	463	163	50	50	100	0	0%	(50)	-100%	
60013	Excess Baggage Tips			10	0	-						
60015	Printing and Duplication		88		0	-						
60016	Car Rental/Gas				2,425	-	2,250	2,425	100%	(2,250)	0%	
60017	Personal Car Mileage	469	180	625	175	-	200	175	100%	(200)	0%	
60020	Supplies	31	79	269	500	-	300	500	100%	(300)	0%	
60033	Meals & Entertainment	40	281	499	450	105	200	345	77%	(95)	-90%	
60034	Car Rental	325		855	0	-						
60035	Gas-Car Rental	39		82	0	-						
60036	Lodging			389	0	-						
60040	Airfare	1,778	3,028	4,256	5,500	2,500	4,500	3,000	55%	(2,000)	-80%	Budgeting for 9 travelers
60041	Ground Transportation	390	518	1,971	500	500	500	0	0%	0	0%	
60042	Food and Lodging	2,835	2,675	6,103	6,660	6,660	7,770	0	0%	(1,110)	-17%	
60043	Per Diem	1,146	631	1,105	1,710	1,210	2,520	500	29%	(1,310)	-108%	
60044	Hospitality		324	0	500	-		500	100%			
												\$45K of MAS athlete honoraria is paid by the Gould Fdn endowment distribution
60049	Honoraria - Athletes	42,000	48,500	72,500	65,000	66,250	66,250	(1,250)	-2%	0	0%	
60055	Awards			0	200	-	200	200	100%	(200)	0%	
60056	Protocol/Gifts	1,914	969	1,106	0		400			(400)	0%	
60060	Gear & Equipment	1,699		0	0		0					
60061	Apparel	500	121	332	0		500			(500)	0%	
60062	Apparel - VIK			255	0							
60065	Equipment Space Rental	433		0	0							
60070	Camera, Photo, Video	11,473		2,680	0							
												Golden Goggles Video production & 1 additional video shoot at \$6K each
60071	Television/Video Production		9,629	20,000	12,000	6,000	12,000	6,000	50%	(6,000)	-100%	
60080	Dues & Fees		99		0							
60085	Graphics/ Art Work			125								
60097	Other Professional Service	57,398	79,929	15,649	40,000	32,000	32,000	8,000	20%	0	0%	PSA Distribution
60098	Dues/Fees	1,037	239	3,623	300	300	300	0	0%	0	0%	
61001	Swimming Staff Allocation	66,753	10,643	2,131	1,933	1,933	2,082	0	0%	(149)	-8%	
	Management Fee						14,000			(14,000)	0%	
	TOTAL EXPENSES	192,874	160,807	137,279	140,333	119,938	148,502	20,395	15%	(28,564)	-24%	

USA Swimming Foundation 2020 Program Budget Request
Make A Splash - Tour Program:1613
Program Manager: Tina Dessart

Account Number	Account	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
										\$	%	\$	%	
	EXPENSES:													
60001	Phone Services					2				0	0%	0	0%	
60004	Conference Calls	52	180	5	142	165	134	385	350	(251)	-187%	35	9%	
60005	Internet	39	0	13		26	0							
60010	Postage		1			3	0							
60011	Freight	3,976	4,046	3,220	9,412	9,563	5,000	5,500	5,000	(500)	-10%	500	9%	Cost of shipping signage and materials to events
60013	Excess Baggage Tips		10	147	189	585	200	70	200	130	65%	(130)	-186%	
60015	Printing and Duplication	3,255	6,755	677	1,166	1,388	1,300	1,120	2,000	180	14%	(880)	-79%	Oversized checks, invitations, resource materials and flyers for Tour stops
60016	Car Rental/Gas	2,152	1,386			0	3,600		4,500	3,600	100%	(4,500)	0%	
60017	Personal Car Mileage	733	1,281	836	1,583	824	600	1,010	1,000	(410)	-68%	10	1%	
60020	Supplies	349	1,193	408	2,322	1,466	2,000	2,370	2,500	(370)	-19%	(130)	-5%	
60030	Software		0			0	0	1,500	1,500	(1,500)	0%	0	0%	
60033	Meals & Entertainment	2,931	1,556	1,133	2,157	1,509	2,500	415	2,500	2,085	83%	(2,085)	-502%	
60034	Car Rental			3,471	2,748	2,044	0	2,170		(2,170)	0%	2,170	100%	
60035	Gas-Car Rental			240	201	207	0	130	250	(130)	0%	(120)	-92%	
60036	Lodging					4,153	0	2,500	8,500	(2,500)	0%	(6,000)	-240%	
60037	Food and Lodging VIK	2,152	5,188		14,623	9,990	0	13,000		(13,000)	0%	13,000	100%	
60038	Travel Agency Fees					275								Budgeting for 60 travelers, increase to include USA Swimming Staff not previously charged to 1613
60040	Airfare	7,160	14,048	13,665	15,739	16,635	16,500	15,195	24,800	1,305	8%	(9,605)	-63%	
60041	Ground Transportation	6,268	9,005	1,835	2,740	22,428	2,500	4,155	4,000	(1,655)	-66%	155	4%	
60042	Food & Lodging	8,664	13,477	11,639	2,199	10,627	14,060	8,405	8,325	5,655	40%	80	1%	Budgeting approx 30 travelers
60043	Per Diem	1,003	2,586	2,259	2,078	3,026	3,306	3,588	4,105	(282)	-9%	(517)	-14%	
60044	Hospitality	13,087	3,516	5,322	2,360	6,852	6,800	6,096	8,000	704	10%	(1,904)	-31%	
60049	Honoraria - Athletes	47,750	49,502	35,000	70,000	76,150	107,000	87,250	103,500	19,750	18%	(16,250)	-19%	
60050	Honoraria			45,000		501	10,000		10,000	10,000	100%	(10,000)	0%	
60055	Awards/Gifts		0	36		45	0	207	200	(207)	0%	7	3%	
60056	Protocol/Gifts	3,488	2,976	3,023	7,123	12,004	5,000	5,388	5,000	(388)	-8%	388	7%	
60060	Gear Equipment & Signage	9,638	7,141	6,246	5,989	14,605	500	3,990	5,000	(3,490)	-698%	(1,010)	-25%	
60061	Apparel	337	715	1,357	2,344	1,051	2,500	4,127	4,000	(1,627)	-65%	127	3%	
60065	Equipment/Space Rental	13,713	2,536	9,642	5,128	3,298	5,000	4,473	4,000	527	11%	473	11%	
60070	Camera, Photo, Video	1,125	3,610	1,291	7,452	6,368	7,500	3,000	7,500	4,500	60%	(4,500)	-150%	
60071	Television/Video Production		0	3,374		0	0							
60085	Graphics/Art Work			63		1,100	1,200	1,750	5,000	(550)	-46%	(3,250)	-186%	
60087	Credit Card Fees				27		0							
60097	Other Professional Service	109,210	134,128	114,445	99,841	111,434	137,000	113,450	75,000	23,550	17%	38,450	34%	PR Agency services (\$75k), 20K for Stunt, 10k for other services tbd
60098	Dues/Fees	20	0			13,099	0							
60100	Grants		0				0							See MAS Grants page for budget
61001	Swimming Staff Allocation Management Fee	0	0	33,568	50,218	44,668	40,510	40,510	43,635 10,000	0	0%	(3,125) (10,000)	-8% 0%	
	TOTAL EXPENSES	240,571	264,836	297,915	307,781	376,088	374,710	331,754	350,365	42,956	11%	(18,611)	-6%	

USA Swimming Foundation 2020 Program Budget Request
Make A Splash - Local Partner Program Program:1671
Program Manager: Tina Dessart

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
								Favorable / (Unfavorable) \$ %		Favorable / (Unfavorable) \$ %		
	EXPENSES:											
60003	Cellular Phone Charges			31	0		0					
60004	Conference Calls	74	113	99	12	12	20	0	0%	(8)	-67%	
60010	Postage	6,389	3,113	524	500	500	50	0	0%	450	90%	
60011	Freight	4,066	4,160	7,948	4,000	4,000	5,000	0	0%	(1,000)	-25%	
60013	Excess Baggage Tips	270	125		0	0	0					
60015	Printing & Duplication	2,830	2,636	3,043	2,500	2,500	2,500	0	0%	0	0%	
60016	Car Rental/Gas				2,550	0	1,950	2,550	100%	(1,950)	0%	
60017	Personal Car Mileage	1,710	1,533	381	1,200	400	1,200	800	67%	(800)	-200%	
60020	Supplies	4,077	1,692	3,220	1,000	0	1,000	1,000	100%	(1,000)	0%	
60025	Advertising	880	1,760	1,360	2,000	2000	2,000	0	0%	0	0%	
60030	Software	678	159	0	200	200	200	0	0%	0	0%	
60033	Meals and Entertainment	262	1,016	220	500	500	500	0	0%	0	0%	
60034	Car Rental	2,500	2,415	307	0	0						
60035	Gas-Car Rental	95	131	9	0	0						
60036	Lodging			253	0	0						
60040	Airfare	6,540	8,530	1,327	7,500	5000	3,500	2,500	33%	1,500	30%	Budgeting for 7 travelers
60041	Ground Transportation	1,888	1,151	479	400	400	400	0	0%	0	0%	
60042	Food And Lodging	12,601	10,201	2,326	9,990	3990	4,810	6,000	60%	(820)	-21%	
60043	Per Diem	4,507	3,810	1,397	3,648	3,648	1,560	0	0%	2,088	57%	
60044	Hospitality	7,576	720		1,000	1,000	1,000	0	0%	0	0%	
60049	Honoraria - Athletes		2,000	3,000	0	0						
60050	Honoraria				0	0						
60055	Awards/Gifts	10,090	21,426	739	500	500	500	0	0%	0	0%	
60056	Protocol	14,041	22,610	18,909	15,000	15,000	15,000	0	0%	0	0%	Estimate 300 orgs @\$50 each plus conference needs
60060	Gear. Equipment & Signage	10,705	3,268	9,372	1,000	1,000	1,500	0	0%	(500)	-50%	
60061	Apparel	2,286			300	300	0	0	0%	300	100%	
60065	Equipment/Space Rental	3,141	3,535	4,481	3,000	3,000	3,500	0	0%	(500)	-17%	Conference exhibitor fees
60070	Camera, Photo, Video		555		0	0						
60071	Television/Video Production				12,000	0		12,000	100%			
60080	Dues & Subscriptions			156		0						
60087	Graphics/art work		775		1,500	1,500	5,000	0	0%	(3,500)	-233%	Pending brand update for all materials
60090	Amortization	10,632	5,247		0	0						
60097	Other Professional Services	154	6,732	23,741	10,000	10,000	10,000	0	0%	0	0%	Estimate for 4 weeks of database development work as needed
60098	Dues/Fees	1,955	1,160	405	1,500	500	500	1,000	67%	0	0%	Conference registrations, dues and fees
61001	Swimming Staff Allocation	3,948	3,094	0	0							
	Management Fee						24,000			(24,000)	0%	
	TOTAL EXPENSES	113,895	113,667	83,724	81,800	55,950	85,690	25,850	32%	(29,740)	-53%	
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USA Swimming Foundation 2020 Program Budget Request
Make A Splash - Affiliate Partners Program:1674
Program Manager: Tina Dessart

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											
60004	Conference Calls	72	96	41	35	49	60	(14)	-40%	(11)	-22%	
60010	Postage		68	21	0							
60011	Freight	769	1,696	872	500	429	500	71	14%	(71)	-17%	
60013	Excess Baggage/Tips	115			0							
60015	Printing & Duplication	365	13		200		500	200	100%	(500)	0%	
60016	Car Rental/Gas				1,125		1,800	1,125	100%	(1,800)	0%	
60017	Personal Car Mileage	80	241	78	100		200	100	100%	(200)	0%	
60020	Supplies	37	41		100		100	100	100%	(100)	0%	
60030	Software	99			0							
60033	Meals and Entertainment		40		0	462	500	(462)	0%	(38)	-8%	
60034	Car Rental	368	490		0	147		(147)	0%	147	100%	
60035	Gas-Car Rental	22			0	6		(6)	0%	6	100%	
60037	Food And Lodging VIK		411		0							
60040	Airfare	474	2,240	2,064	2,500	1297	3,000	1,203	48%	(1,703)	-131%	Budgeting for 6 travelers
60041	Ground Transportation	147	359	151	0	304	300	(304)	0%	4	1%	
60042	Food And Lodging	1,365	2,131	898	3,700	1104	4,400	2,596	70%	(3,296)	-299%	
60043	Per Diem	574	877	255	1,140	657	1,440	483	42%	(783)	-119%	
60044	Hospitality				1,000	1315	9,575	(315)	-32%	(8,260)	-628%	NDPA social
60055	Awards/Gifts	1,433			0		750					
60056	Protocol			651	0	1459		(1,459)	0%	1,459	100%	
60065	Equipment/Space Rental	1,375	1,900		0		1,000					Space rental for Affiliate conferences
60098	Dues/Fees	612	675	2,575	700	866	500	(166)	-24%	366	42%	
	TOTAL EXPENSES	7,907	11,278	7,606	11,100	8,095	24,625	3,005	27%	(16,530)	-204%	

USA Swimming Foundation 2020 Program Budget Request
Allocation of Salaries and Benefits Program:1993
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
61025	EXPENSES:											
	Allocation of Salaries and Benefits - MAS	303,147	276,756	316,087	371,430	369,388	289,939	2,042	1%	79,449	22%	
	TOTAL EXPENSES	303,147	276,756	316,087	371,430	369,388	289,939	2,042	1%	79,449	22%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
Make A Splash Grants Program:1680
Program Manager: Tina Dessart

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60100	Grants - Local Partner - Burlingham	0	0	0	0							
60100	Grants - Copses	12,500	0	0	0							
60100	Grants - Local Partner - Benjamin	15,300	37,000	21,640	30,000	30,000	30,000	0	0%	0	0%	
60100	Grants - Kirby	0	0	9,224	15,000	10,000	10,000	5,000	33%	0	0%	
60100	Grants - Streamline	0	10,297	37,416	10,700	32,287	0	(21,587)	-202%	32,287	100%	
60100	Grants- Hennepin County, MN	0	35,000	33,928	35,000	50,000	0	(15,000)	-43%	50,000	100%	
60100	Grants - Phillips 66/Houston	100,000	100,000	100,000	100,000	100,000	100,000	0	0%	0	0%	
60100	Grants - Goldfish	0	0	0	50,000	50,000	60,000	0	0%	(10,000)	-20%	
60100	Grants - Floyd	0	0	0	50,000	50,000	0	0	0%	50,000	100%	
60100	Grants - Local Partner Program	271,833	298,170	484,383	310,000	245,843	161,155	64,157	21%	84,688	34%	
60100	Grants - MAS Tour	3,750	14,270	15,000	17,500	15,000	17,500	2,500	14%	(2,500)	-17%	
60100	Grants - Steinmann					8,180	0	(8,180)	0%	8,180	100%	
60100	Grants - State Street					25,000	0	(25,000)	0%	25,000	100%	
	TOTAL EXPENSES	403,383	494,737	701,591	618,200	616,310	378,655	1,890	0%	237,655	39%	

USA Swimming Foundation 2020 Program Budget Request
Building Champions - Sport Dev Grants Program:1401
Program Manager: Scott Usher/Joel Shinofield/Nicole Wilson/Amanda Nusbaum

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60200	Grants - USA Swimming - Swim-a-Thon	120,000	120,000	120,000	120,000	120,000	120,000	0	0%	0	0%	Money from S-A-T sent to Swimming Sport Development (spent on Presidents Summit, D&I
	TOTAL EXPENSES	120,000	120,000	120,000	120,000	120,000	120,000	0	0%	0	0%	

USA Swimming Foundation 2020 Program Budget Request
Building Champions Programs Program:1400
Program Manager: Wendy Bartlett , Amanda Nusbaum

Account Number	Account	2016	2017	2018	2019	2019	2020	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
		Actual	Actual	Actual	Budget	Forecast	Budget	Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											
60011	Freight			12								
60049	Honoraria-Athletes	29,000	26,000	45,000	33,000	52,500	52,500	(19,500)	-59%	0	0%	
60061	Apparel	126										
61001	Swimming Staff Allocation	78,310	12,012	20,328	18,436	18,436	19,860	0	0%	(1,425)	-8%	
61025-1996	Allocation of Salaries and Benefits	39,954	55,146	79,413	93,317	72,888	36,630	20,429	22%	36,258	50%	
	Management Fee						10,000			(10,000)	0%	
	TOTAL EXPENSES	147,390	93,158	144,753	144,753	143,824	118,990	929	1%	24,833	17%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation 2020 Program Budget Request
National Team Grants Program:1451
Program Manager: Eric Skufca, Scott Usher

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
	EXPENSES:											
60200	Grants - USA Swimming - Athlete Endowment	250,000	250,000	250,000	250,000	250,000	250,000	0	0%	0	0%	
60200	Grants - USA Swimming - Omaha Endowment	100,000	0	0	0		0					
60200	Grants - USA Swimming - Omaha Endowment	2,047,050	0	0								
60200	Grants - USA Swimming Endowment	0	150,000	150,000	150,000	170,000	170,000	(20,000)	-13%	0	0%	
60200	Grants - USA Swimming - Phillips 66	100,000	100,000	100,000	100,000	100,000	100,000	0	0%	0	0%	
60200	Grants - USA Swimming - Travel & Training Endow	0	30,000	133,600	80,000	180,000	50,000	(100,000)	-125%	130,000	72%	2019 Forecast: Added \$100K per NT's proposal due to additional Athlete Stipends. 2020 Increase due to Dirks' passing.
60200	Grants - USA Swimming - Dirks (Coach) Endow	50,000	55,000	60,000	65,000	65,000	100,000	0	0%	(35,000)	-54%	
60200	Grants - USA Swimming - Copses Endow	12,500	25,000	25,000	25,000	25,000	25,000	0	0%	0	0%	
	Grants - USA Swimming - Buckley Endow		1,250	1,250	1,875	2,500	2,500	(625)	-33%	0	0%	
	Grants - USA Swimming - Blavatnik Endow		1,250	3,750	3,750	3,750	5,000	0	0%	(1,250)	-33%	
	Grants - USA Swimming - Kunovak		0	11,250	10,000	10,000	15,000	0	0%	(5,000)	-50%	
	Grants - USA Swimming - Meyer & Shaffer		0	25,000	25,000	50,000	50,000	(25,000)	-100%	0	0%	
	Grants - USA Swimming - Van Cleave Endow		0	12,500	12,500	12,500	12,500	0	0%	0	0%	
60200	Grants - USA Swimming - Whitley	25,000	0	11,250	12,500	25,000	12,500	(12,500)	-100%	12,500	50%	Whitley's have requested 2019 gift be allocated 100% to BC
60200	Grants - USA Swimming - Other		0		75		0	75	100%			
	Grants - USA Swimming - Shackley				0	25,000	12,500	(25,000)	0%	12,500	50%	
	Grants - USA Swimming - Toyota					50,000	50,000	(50,000)	0%	0	0%	
	Grants - USA Swimming - Blavatnik Mental Health					-	45,000	0	0%	(45,000)	0%	
	TOTAL EXPENSES	2,584,550	612,500	783,600	735,700	968,750	900,000	(233,050)	-32%	68,750	7%	

ALUMNI SUMMARY

Page #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
Alumni Programs												
34	1708 Alumni - Trials	38,302	0	0	0	0	33,502	0	0%	(33,502)	-100%	
35	1709 Alumni - Socials	4,190	5,991	5,420	9,100	9,160	8,840	(60)	-1%	320	0%	
36	1710 Alumni - Other	41,027	35,722	36,050	35,659	38,659	44,710	(3,000)	-8%	(6,051)	-16%	
37	1995 Alumni - Allocation of Salaries	55,524	49,941	55,273	64,951	47,489	20,008	17,462	27%	27,481	58%	
TOTAL ALUMNI		139,043	91,654	96,742	109,710	95,308	107,060	14,402	13%	(11,752)	-12%	

USA Swimming Foundation 2020 Program Budget Request
Alumni - Trials Program:1708
Program Manager: Scott Usher

Account Number	Account	2016 Actual	2017 Budget	2018 Budget	2019 Actual	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget		2020 Budget vs. 2019 Forecast		Comment
								Favorable / (Unfavorable)		Favorable / (Unfavorable)		
								\$	%	\$	%	
	EXPENSES:											
60010	Postage	83					82			(82)	0%	Conducting a National Team Alumni Reunion at Olympic Trials
60011	Freight	2,453					2,250			(2,250)	0%	
60015	Printing And Duplication	193					190			(190)	0%	
60017	Personal Car Mileage	53					50			(50)	0%	
60020	Supplies	524					500			(500)	0%	
60033	Meals & Entertainment	20					20			(20)	0%	
60034	Car Rental	541					540			(540)	0%	
60035	Gas-Car Rental	16					15			(15)	0%	
60040	Airfare	721					720			(720)	0%	
60041	Ground Transportation	140					100			(100)	0%	
60042	Food And Lodging	2,718					2,500			(2,500)	0%	
60043	Per Diem	494					490			(490)	0%	
60044	Hospitality	23,412					20,000			(20,000)	0%	
60055	Awards/Gifts	1,942					1,500			(1,500)	0%	
60056	Protocol	1,836					1,500			(1,500)	0%	
60060	Gear/Equipment/Signage	1,611					1,500			(1,500)	0%	
60061	Apparel	350					350			(350)	0%	
60065	Equipment/Space Rental	500					500			(500)	0%	
60070	Camera, Photo, Video	695					695			(695)	0%	
	TOTAL EXPENSES	38,302	0	0	0	0	33,502	0	0%	(33,502)	0%	

USA Swimming Foundation 2020 Program Budget Request
Alumni - Socials Program:1709
Program Manager: Scott Usher

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60010	Postage	4		189								
60011	Freight	104	35		20	200	100	(180)	-900%	100	50%	
60013	Excess Baggage Tips			10		0	0					
60016	Car Rental/Gas				400	100	300	300	75%	(200)	-200%	
60017	Personal Car Mileage	70	91	245	100	100	100	0	0%	0	0%	
60033	Meals & Entertainment	211				1,050	0	(1,050)	0%	1,050	100%	
60034	Car Rental	146	218	151		104	0	(104)	0%	104	100%	
60035	Gas-Car Rental		29			10	0	(10)	0%	10	100%	
60036	Lodging			558		0	0					
60040	Airfare	1,297	1,173	1,170	2,850	2,200	2,200	650	23%	0	0%	
60041	Ground Transportation	159	10	150		85	0	(85)	0%	85	100%	
60042	Food And Lodging	1,588	1,399	505	2,590	2,100	2,100	490	19%	0	0%	
60043	Per Diem	149	118	73	1,140	600	1,140	540	47%	(540)	-90%	
60044	Hospitality	462	2,693	1,215	2,000	1,600	2,000	400	20%	(400)	-25%	
60056	Protocol			672		0	0					
60060	Gear/Equipment/Signage			380		0	0					
60062	Apparel - VIK			100		0						
60065	Equipment/Space Rental		225			1011	900	(1,011)	0%	111	11%	
	TOTAL EXPENSES	4,190	5,991	5,420	9,100	9,160	8,840	(60)	-1%	320	3%	

USA Swimming Foundation 2020 Program Budget Request
Alumni - Other Program:1710
Program Manager: Scott Usher, Amanda Nusbaum

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable)		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable)		Comment
								\$	%	\$	%	
	EXPENSES:											
60033	Meals and Entertainment	16										
60042	Food And Lodging			323								
60058	Fulfillment	305										
60070	Camera, Photo, Video	2										
60087	Credit Card Fees	3,181										
60097	Other Professional Service	35,000	35,000	35,000	35,000	38,000	38,000	(3,000)	-9%	0	0%	Mel Stewart contract.
60666	Miscellaneous											
61001	Swimming Staff Allocation	2,523	722	727	659	659	710	0	0%	(51)	-8%	
61060	Contract Labor											
	Management Fee						6,000			(6,000)	0%	
	TOTAL EXPENSES	41,027	35,722	36,050	35,659	38,659	44,710	(3,000)	-8%	(6,051)	-16%	

USA Swimming Foundation 2020 Program Budget Request
Allocation of Salaries and Benefits Program:1995
Program Manager: Shana Ferguson, Eric Skufca

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2019 Forecast vs. 2019 Budget Favorable / (Unfavorable) \$ %		2020 Budget vs. 2019 Forecast Favorable / (Unfavorable) \$ %		Comment
61025	EXPENSES:											
	Allocation of Salaries and Benefits - Alumni	55,524	49,941	55,273	64,951	47489	20,008	17,462	27%	27,481	58%	
	TOTAL EXPENSES	55,524	49,941	55,273	64,951	47,489	20,008	17,462	27%	27,481	58%	
		=====	=====	=====	=====	=====	=====	=====	=====	=====	=====	

USA Swimming Foundation

2019 Q3 Financial Report

Submitted by: Eric Skufca, CFO 11/13/2019

2019 Q3 HIGHLIGHTS

- \$2,208,211 fundraising:
 - \$1,849,118 major gifts/grants including \$1,000,000 for the charitable, restricted portion of the new Phillips 66 sponsorship (\$200,000 per year for the five-year term), \$400,000 in new trustee agreements, \$164,439 in the fundraising portion of the Goldfish partnership, and \$150,000 athlete partnerships).
 - \$359,093 annual campaign (up from Q3 2018) including \$181,990 Champions Club.
- \$874,375 sponsor support including \$650,000 from the new Phillips 66 contract and \$125,000 apparel sponsors, up from Q3 2018.
- \$248,992 Swim-a-thon receipts, up from Q3 2018.
- \$17,280,570 investments increased \$1,869,051 for the year due to endowment contributions, distributions, and a +13.26% investment gain year to date.
- \$465,000 National Team grants including \$315,000 from endowments, \$100,000 from Phillips 66 and \$50,000 from donors.
- \$598,200 Make A Splash grants tracking behind Q3 2018 as budgeted.

EXECUTIVE SUMMARY

Financial results from the first three quarters of 2019 are encouraging in many areas, but there is continued work to be done as well. The operating deficit through Q3 of (\$170,272) is consistent with our forecast and projections as we are forecasting to be behind our breakeven budget for the year. Yearend operating results are projected to miss the budget primarily due to:

- The budgeted Golden Goggles donation from USA Swimming (\$150,000) that will remain on USA Swimming's books in 2019.
- The budgeted sponsorship dollars from Marriott (\$50,000) and Comcast (\$50,000) that will remain on USA Swimming's books in 2019 as these contracts do not have executable Foundation components as originally budgeted.

\$2,208,211 of total fundraising included \$1,849,118 of major gifts/grants and \$359,093 annual campaign. The \$1,849,118 included \$1,550,000 of restricted major gifts that exceeded the \$750,000 budget for the full year and \$299,118 of unrestricted major gifts/grants that were applied to the \$400,000 budget. Trustee receipts are running ahead of the 2018 pace, but are currently behind the annual 2019 budget by \$50,000

based on current trustees. Sponsorship revenue is projected to miss the annual \$960,000 budget by (\$57,500) as explained above primarily due to the pending USA Swimming deals with Marriott and Comcast not having executable Foundation components as originally budgeted.

Expenses are in line with the budget with grants for Make A Splash and USA Swimming and are less than 2018 to date. Investment returns were strong (+13.26%) through September 30 after net market losses in 2018. The year-to-date market gains have allowed strong growth of the endowments, funds, and net assets.

Revenue and Endowment Charts (Page 1)

- \$1,849,118 major gifts / grants
 - \$1,550,000 restricted (charitable portion of the new Phillips 66 partnership, four new Trustee commitments, new athlete partnerships).
 - \$299,118 unrestricted.
- \$359,093 annual campaign including \$181,990 Champions Club.
- \$874,375 sponsor support including \$650,000 from Phillips 66.
- \$17,280,570 Funds & Endowments:
 - USA Swimming \$6,546,648
 - Athlete \$5,965,166
 - Dirks \$3,324,632
 - National Team Travel & Training (unclaimed FINA) \$832,547
 - Other athlete \$611,577

Balance Sheet (Page 2)

- \$1,301,469 – Cash and cash equivalents decreased (\$62,279) for the year.
- \$17,280,570 – Investments increased \$1,869,051 including investment gains of +13.26%.
- \$14,355,486 – Unrestricted net assets increased \$1,104,802 for the year.
- \$22,428,819 – Total net assets increased \$2,313,334 for the year.

Income Statements – Pages 3, 4 and 5

Surplus (Deficit):

- (\$170,272) operating deficit – better than Q3 2018 mainly due to Phillips 66 (timing issue) and the new fundraising portion of the Goldfish partnership.

- \$2,313,334 total net surplus – better than Q3 2018.

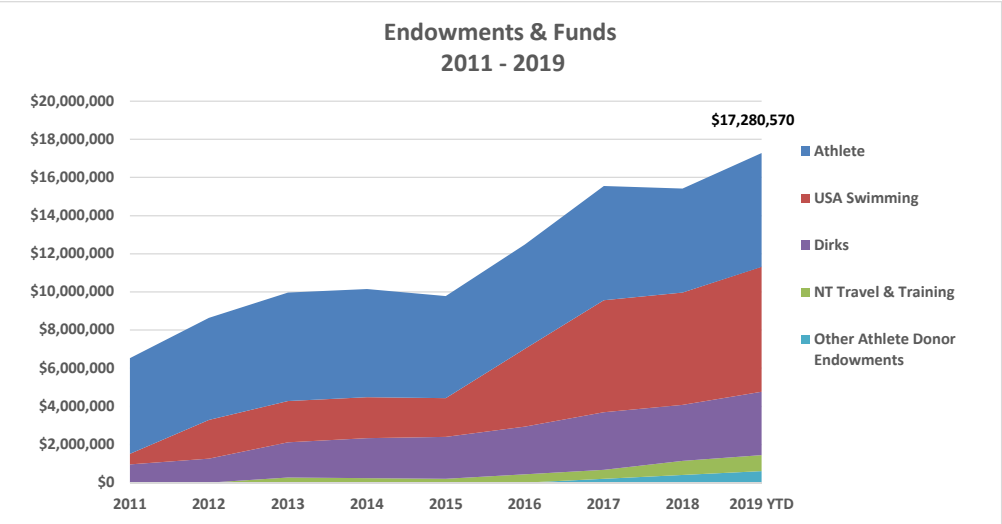
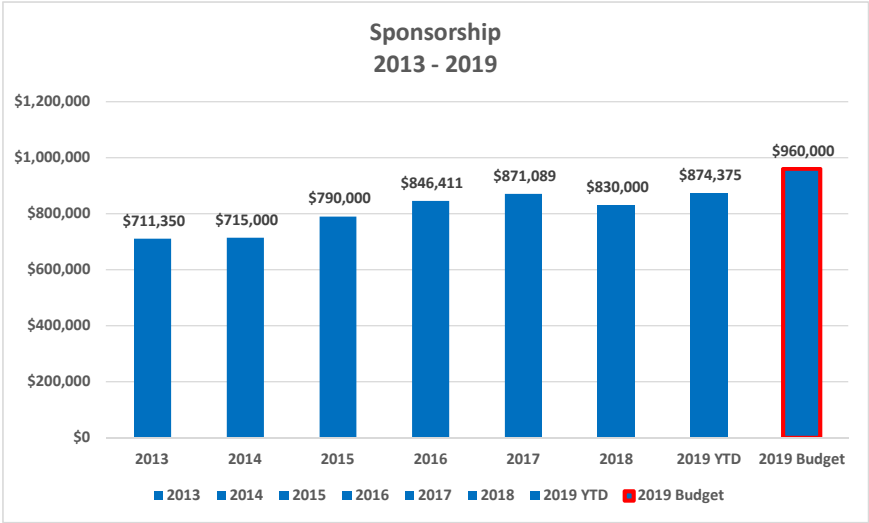
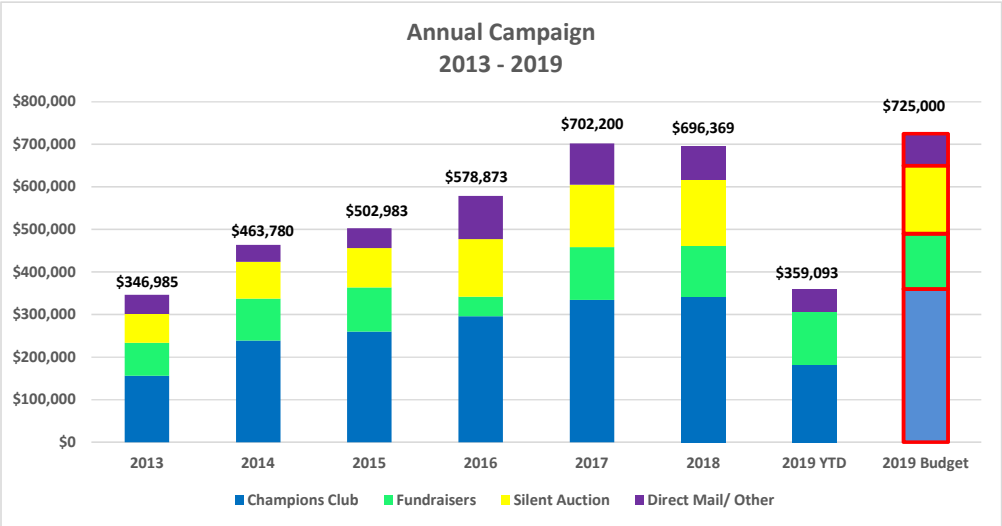
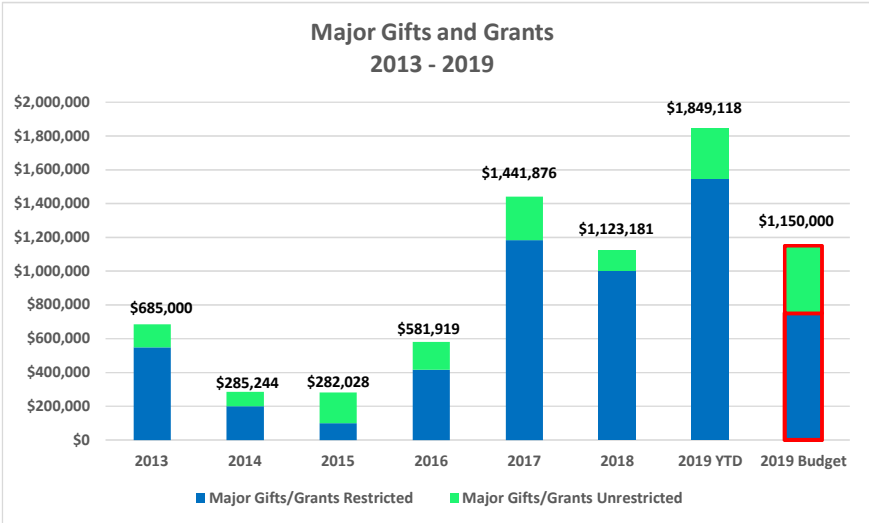
Revenue:

- \$359,093 annual campaign – ahead of Q3 2018.
- \$1,849,118 major gifts / grants – \$1,550,000 restricted and \$299,118 unrestricted.
- \$350,000 trustee receipts from previous years' and new pledges.
- \$315,000 endowment distributions.
- \$874,375 sponsorship – (detail on 'Financial Supplement' page 2).
- \$248,992 Swim-a-thon receipts – ahead of Q3 2018.
- \$47,750 unrestricted investment and other income – mainly interest on short-term security investments.

Expenses (Page 6 additional detail):

- \$1,256,336 supporting expenses – greater than Q3 2018 by (\$131,776).
- \$1,648,731 program expenses – less than Q3 2018 by \$24,323.
 - \$598,200 Make A Splash grants – less than Q3 2018 by \$77,491.
 - \$465,000 for National Team athlete support greater than Q3 2018 by (\$40,000).
 - \$90,000 Swim-a-Thon royalties provided grant to USA Swimming for Club development programs – same as Q3 2018.

USA Swimming Foundation
 Revenue, Endowments, and Funds
 September 30, 2019



USA Swimming Foundation, Inc.
Balance Sheet
As of September 30, 2019 and 2018

	<u>9/30/2019</u>	<u>9/30/2018</u>	<u>\$ Change</u>	<u>Audited 12/31/2018</u>	<u>\$ Change</u>
ASSETS					
CURRENT ASSETS:					
Cash and cash equivalents	\$1,301,469	\$1,408,249	(\$106,780)	\$1,363,748	(\$62,279)
Accounts receivable	19,110	10,000	9,110	127,001	(107,891)
Pledges receivable - current	364,499	36,541	327,958	771,066	(406,567)
Prepaid expenses and deferred charges	3,440	0	3,440	10,881	(7,441)
Total Current Assets	1,688,518	1,454,791	233,727	2,272,697	(584,179)
FIXED ASSETS:					
Equipment and Software	229,963	229,963	0	229,963	0
Accumulated depreciation & amortization	(224,786)	(214,432)	(10,354)	(217,020)	(7,766)
Total Fixed Assets	5,177	15,532	(10,354)	12,943	(7,766)
LONG-TERM INVESTMENTS:					
Long-term Investments	17,280,570	16,641,646	638,924	15,411,518	1,869,051
OTHER ASSETS:					
Pledges receivable - long-term	3,665,000	3,180,625	484,375	2,490,000	1,175,000
Swim-a-Thon	120,000	120,000	0	120,000	0
Total Other Assets	3,785,000	3,300,625	484,375	2,610,000	1,175,000
TOTAL ASSETS	<u>\$22,759,265</u>	<u>\$21,412,593</u>	<u>\$1,346,672</u>	<u>\$20,307,158</u>	<u>\$2,452,107</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES:					
Accounts payable	\$154,495	\$141,172	\$13,323	\$31,196	\$123,300
Due from (to) USA Swimming	13,781	54,952	(41,170)	86,561	(72,780)
Accrued expenses and other liabilities	55,529	43,569	11,960	73,916	(18,387)
Deferred revenue	106,640	0	106,640	0	106,640
Total Current Liabilities	330,446	239,693	90,753	191,673	138,773
NONCURRENT LIABILITIES:					
Total Liabilities	330,446	239,693	90,753	191,673	138,773
NET ASSETS:					
Unrestricted:					
Undesignated Operating Funds	(189,875)	(81,367)	(108,508)	(19,603)	(170,272)
Board Designated Operating Reserves	1,201,000	1,201,000	0	1,201,000	0
Board Designated Endowments	13,344,361	12,856,631	487,730	12,069,287	1,275,073
Total Unrestricted	14,355,486	13,976,264	379,222	13,250,684	1,104,802
Temporarily Restricted	2,423,334	1,546,637	876,697	1,310,573	1,112,761
Permanently Restricted	5,650,000	5,650,000	0	5,554,229	95,771
Total Net Assets	22,428,819	21,172,900	1,255,919	20,115,486	2,313,334
TOTAL LIABILITIES & NET ASSETS	<u>\$22,759,265</u>	<u>\$21,412,593</u>	<u>\$1,346,672</u>	<u>\$20,307,158</u>	<u>\$2,452,107</u>

USA Swimming Foundation, Inc.
Income Statement
For the 9 Months Ended September 30, 2019

	2019 Unrestricted	2019 Board Desig.	2019 Temp Restr	2019 Perm Restr	2019 YTD TOTAL	2019 Annual Budget	2019 YTD Variance	2018 YTD TOTAL	2018 YTD Variance
Revenue:									
Annual Campaign	\$359,093	\$0	\$0	\$0	\$359,093	\$725,000	(\$365,907)	\$348,825	\$10,268
Major Gifts/Grants	299,118	0	1,550,000	0	1,849,118	1,150,000	699,118	935,000	914,118
Major Gifts - Trustee Satisfied Restrictions	350,000	0	(350,000)	0	0	0	0	0	0
Major Gifts/Grants - Other Satisfied Restrictions	240,468	0	(240,468)	0	0	0	0	0	0
Endowment Distributions	315,000	(315,000)	0	0	0	0	0	0	0
Sponsorship	874,375	0	(200,000)	0	674,375	960,000	(285,625)	447,500	226,875
Swim-a-Thon	248,992	0	0	0	248,992	375,000	(126,008)	242,974	6,018
Golden Goggle Awards	0	0	0	0	0	150,000	(150,000)	0	0
USA Swimming Support - Cash	0	0	0	0	0	0	0	187,500	(187,500)
USA Swimming Support - Staff Allocation	0	0	0	0	0	311,000	(311,000)	0	0
Other Income	23,483	0	0	0	23,483	50,000	(26,517)	35,609	(12,126)
Investment Income (Loss)	24,267	1,590,073	353,229	95,771	2,063,340	700,000	1,363,340	372,139	1,691,201
Total Revenue	2,734,796	1,275,073	1,112,761	95,771	5,218,401	4,421,000	797,401	2,569,547	2,648,854
Expenses:									
Supporting Expenses:									
Annual Campaign	102,093	0	0	0	102,093	277,500	175,407	135,036	32,943
Major Gifts/Grants	71,616	0	0	0	71,616	100,400	28,784	64,252	(7,365)
Swim-a-Thon	60,722	0	0	0	60,722	77,000	16,278	96,090	35,369
Marketing	10,413	0	0	0	10,413	29,000	18,587	10,608	195
Operational and Administrative	1,011,493	0	0	0	1,011,493	1,627,000	615,507	818,575	(192,917)
Total Supporting Expenses	1,256,336	0	0	0	1,256,336	2,110,900	854,564	1,124,561	(131,776)
Program Expenses:									
Make a Splash - Grants	598,200	0	0	0	598,200	618,200	20,000	675,691	77,491
Make a Splash - Programs	418,311	0	0	0	418,311	565,500	147,189	433,167	14,856
Total Make A Splash Expenses	1,016,511	0	0	0	1,016,511	1,183,700	167,189	1,108,858	92,347
Building Champions - National Team Grants	465,000	0	0	0	465,000	735,700	270,700	425,000	(40,000)
Building Champions - Sport Dev. Grants	90,000	0	0	0	90,000	120,000	30,000	90,000	0
Building Champions - Other Programs	40,128	0	0	0	40,128	33,000	(7,128)	17,762	(22,366)
Building Champions - Alumni Programs	37,093	0	0	0	37,093	44,100	7,007	31,434	(5,658)
Total Building Champions Expenses	632,221	0	0	0	632,221	932,800	300,579	564,197	(68,024)
Total Program Expenses	1,648,731	0	0	0	1,648,731	2,116,500	467,769	1,673,054	24,323
Total Expenses	2,905,068	0	0	0	2,905,068	4,227,400	1,322,332	2,797,615	(107,453)
Surplus (Deficit)	(170,272)	1,275,073	1,112,761	95,771	2,313,334	193,600	2,119,734	(228,068)	2,541,401
NET CHANGE IN TOTAL NET ASSETS	(\$170,272)	\$1,275,073	\$1,112,761	\$95,771	\$2,313,334	\$193,600	\$2,119,734	(\$228,068)	\$2,541,401

USA Swimming Foundation, Inc.
Income Statement
For the 9 months Ended September 30, 2019 and 2018

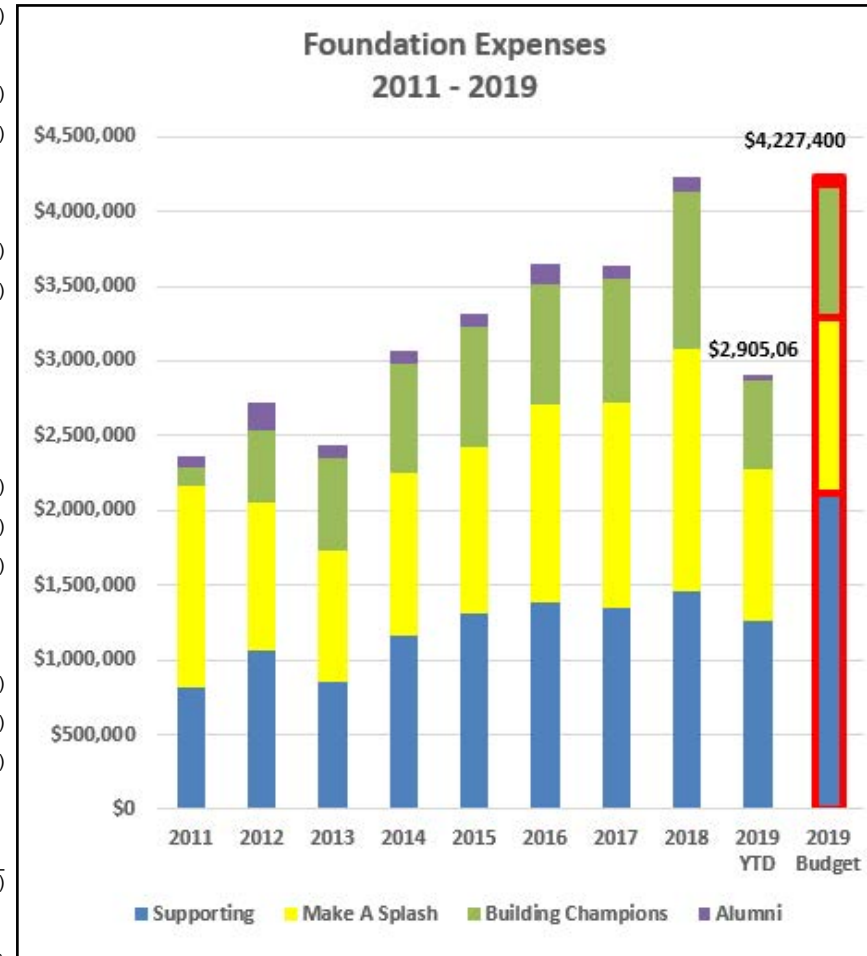
	<u>Year-To-Date 2019</u>	<u>Budget 2019</u>	<u>Budget Remaining</u>	<u>Year-To-Date 2018</u>	<u>Favorable (Unfavorable)</u>
UNRESTRICTED:					
Revenue:					
Annual Campaign	\$359,093	\$725,000	(\$365,907)	\$348,825	\$10,268
Major Gifts/Grants - Unrestricted	299,118	400,000	(100,882)	110,000	189,118
Major Gifts - Trustee Satisfied Restrictions	350,000	400,000	(50,000)	290,500	59,500
Major Gifts/Grants - Other Satisfied Restrictions	240,468	156,400	84,068	84,056	156,412
Endowment Distributions In	315,000	680,000	(365,000)	300,000	15,000
Sponsorship	874,375	960,000	(85,625)	797,500	76,875
Swim-a-Thon	248,992	375,000	(126,008)	242,974	6,018
Golden Goggle Awards	0	150,000	(150,000)	50,000	(50,000)
USA Swimming Support	0	0	0	187,500	(187,500)
USA Swimming Support - Staff Allocation	0	311,000	(311,000)	0	0
Other Income	23,483	50,000	(26,517)	35,609	(12,126)
Investment Income (Loss)	24,267	20,000	4,267	21,156	3,111
Total Unrestricted Revenue	2,734,796	4,227,400	(1,492,604)	2,468,120	266,676
Expenses:					
Supporting Expenses:					
Annual Campaign	102,093	277,500	175,407	135,036	32,943
Major Gifts/Grants	71,616	100,400	28,784	64,252	(7,365)
Swim-a-Thon	60,722	77,000	16,278	96,090	35,369
Marketing	10,413	29,000	18,587	10,608	195
Operational and Administrative	1,011,493	1,627,000	615,507	818,575	(192,917)
Total Supporting Expenses	1,256,336	2,110,900	854,564	1,124,561	(131,776)
Program Expenses:					
Make a Splash - Grants	598,200	618,200	20,000	675,691	77,491
Make a Splash - Programs	418,311	565,500	147,189	433,167	14,856
Total Make a Splash Expenses	1,016,511	1,183,700	167,189	1,108,858	92,347
Building Champions - National Team Grants	465,000	735,700	270,700	425,000	(40,000)
Building Champions - Sport Development Grants	90,000	120,000	30,000	90,000	0
Building Champions - Other Programs	40,128	33,000	(7,128)	17,762	(22,366)
Building Champions - Alumni Programs	37,093	44,100	7,007	31,434	(5,658)
Total Building Champions Expenses	632,221	932,800	300,579	564,197	(68,024)
Total Program Expenses	1,648,731	2,116,500	467,769	1,673,054	24,323
Total Unrestricted Expenses	2,905,068	4,227,400	1,322,332	2,797,615	(107,453)
Operating Surplus (Deficit)	(170,272)	0	(170,272)	(329,495)	159,223
Transfers to/from USA Swimming Endowment	0	0	0	(501,000)	501,000
Transfers to/from - Operating Reserve	0	0	0	(120,750)	120,750
CHANGE IN UNDESIGNATED FUNDS	(\$170,272)	\$0	(\$170,272)	(\$951,245)	\$780,973

USA Swimming Foundation, Inc.
Income Statement
For the 9 months Ended September 30, 2019 and 2018

	<u>Year-To-Date 2019</u>	<u>Budget 2019</u>	<u>Budget Remaining</u>	<u>Year-To-Date 2018</u>	<u>Favorable (Unfavorable)</u>
BOARD DESIGNATED:					
Endowment Distributions Out	(\$315,000)	(\$480,000)	\$165,000	(\$300,000)	(\$15,000)
Transfer to/from USA Swimming Endowment	0	0	0	501,000	(501,000)
Transfer to/from Operating Reserves	0	0	0	120,750	(120,750)
Investment Income	1,590,073	480,000	1,110,073	278,136	1,311,938
Change in Board Designated Net Assets	<u>\$1,275,073</u>	<u>\$0</u>	<u>\$1,275,073</u>	<u>\$599,886</u>	<u>\$675,188</u>
CHANGE IN UNRESTRICTED NET ASSETS	<u>\$1,104,802</u>	<u>\$0</u>	<u>\$1,104,802</u>	<u>(\$351,359)</u>	<u>\$1,456,160</u>
TEMPORARILY RESTRICTED:					
Major Gifts/Grants - Temporarily Restricted	\$1,550,000	\$750,000	\$800,000	\$825,000	\$725,000
Endowment Distributions Out - Satisfied Restrictions	0	(200,000)	200,000	0	0
Satisfied Restrictions	(790,468)	(556,400)	(234,068)	(774,556)	(15,912)
Investment Income	353,229	200,000	153,229	72,847	280,382
Change in Temp. Restricted Net Assets	<u>\$1,112,761</u>	<u>\$193,600</u>	<u>\$919,161</u>	<u>\$123,291</u>	<u>\$989,470</u>
PERMANENTLY RESTRICTED:					
Investment Income	95,771	0	95,771	0	95,771
Change in Perm. Restricted Net Assets	<u>\$95,771</u>	<u>\$0</u>	<u>\$95,771</u>	<u>\$0</u>	<u>\$95,771</u>
NET CHANGE IN TOTAL NET ASSETS	<u>\$2,313,334</u>	<u>\$193,600</u>	<u>\$2,119,734</u>	<u>(\$228,068)</u>	<u>\$2,541,401</u>

USA Swimming Foundation, Inc.
Expense Detail
For the 9 Months Ended September 30, 2019

	SUPPORTING EXPENSES	PROGRAM EXPENSES	2019 YTD EXPENSES	2018 YTD EXPENSES	Variance
EXPENSES:					
Salaries and Benefits	\$853,006	\$0	\$853,006	\$656,241	(\$196,765)
Professional Services	44,281	328,554	372,834	322,306	(50,529)
Travel	76,994	74,617	151,611	174,341	22,730
Rent and Overhead	70,000	0	70,000	45,000	(25,000)
Printing and Duplication	51,309	4,857	56,166	51,761	(4,405)
Recognition and Fulfillment	24,827	20,518	45,345	73,390	28,045
Freight and Postage	23,721	12,480	36,200	45,145	8,945
Awards and Gifts	29,005	729	29,734	22,800	(6,934)
Catering and Entertainment	9,842	11,254	21,096	21,087	(9)
Apparel	14,651	4,142	18,793	30,105	11,312
Repairs and Equipment	767	12,316	13,083	19,992	6,910
Dues Fees & Subscriptions	12,254	570	12,824	36,721	23,897
Credit Card/ Blackbaud Fees	12,357	0	12,357	12,842	485
Space/Equipment Rental	0	11,001	11,001	9,374	(1,626)
Miscellaneous Expenses	9,096	1,500	10,596	6,741	(3,855)
Video and Photography	7,088	3,400	10,488	7,953	(2,535)
Depreciation and Amortization	7,766	0	7,766	42,745	34,979
Office Supplies and Expense	4,704	2,485	7,189	13,276	6,088
Telephone and Internet Service	3,679	3,052	6,731	5,858	(873)
Graphics and Art Work	990	2,490	3,480	2,070	(1,410)
Advertising	0	1,568	1,568	1,360	(208)
Insurance	0	0	0	5,248	5,248
Tickets	0	0	0	566	566
Subtotal	1,256,336	495,531	1,751,868	1,606,924	(144,944)
Grants - MAS	0	598,200	598,200	675,691	77,491
Grants - USA Swimming	0	555,000	555,000	515,000	(40,000)
Total Grants	0	1,153,200	1,153,200	1,190,691	37,491
TOTAL EXPENSES	\$1,256,336	\$1,648,731	\$2,905,068	\$2,797,615	(\$107,453)



MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (this “MOU”) entered into as of November 23, 2019 (the “Effective Date”) is by and between USA SWIMMING, INC., a Colorado non-profit corporation (“USAS”) and USA SWIMMING FOUNDATION, INC., a Colorado non-profit corporation (the “Foundation”). USAS and the Foundation are sometimes referred to herein each as a “Party” and collectively as the “Parties.”

RECITALS:

WHEREAS, USAS is the national governing body for the sport of swimming in the United States in accordance with the Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. § 220501 et seq. (the “Act”). As the national governing body for the sport of swimming, USA Swimming is responsible for promoting and developing public interest and participation in all levels of competition for the sport of swimming in the United States;

WHEREAS, the Foundation was organized and incorporated in 2004 as a non-profit organization for the purpose of eliciting voluntary private support from individuals, corporations, foundations, and others for the benefit of USAS community, safety, athletic, educational and philanthropic initiatives;

WHEREAS, the Foundation exists to raise and manage private resources that support the philanthropic, educational and community mission and priorities of USAS and its National Team, provide learn-to-swim programs for youth swimmers, and enhance institutional excellence within the sport of swimming;

NOW THEREFORE, in consideration of the mutual commitments herein contained, and for other good and valuable consideration, the receipt of which is hereby acknowledged, the Parties agree as follows:

AGREEMENT:

1. THE FOUNDATION’S NAME, SEAL, AND LOGOTYPE

The Foundation has selected, approved, and registered a logo as its own identifying mark; however consistent with its mission to advance the plans and objectives of USAS, the Foundation also is granted the use of the name “USA Swimming” and the use of the USAS logo and other identifying marks in the promotion of its business and activities.

2. THE FOUNDATION’S RELATIONSHIP TO USAS

- a. The Foundation is a separately incorporated non-profit organization that operates pursuant to Section 501(c)(3) of the Internal Revenue Code, as amended (the “Code”) created to raise, manage, distribute, and steward private resources to support the various philanthropic, educational and community initiatives of USAS and the Foundation, including without limitation, national and regional outreach programs. The purposes of the Foundation shall remain consistent with its Articles of Incorporation effective January 12, 2004 with policies and procedures consistent with Section 501(c)(3) of the Code.
- b. The Foundation Board is responsible for the control and management of all assets of the Foundation, including, without limitation, the prudent management of all gifts consistent with donor intent.
- c. The Foundation shall establish, maintain and enforce policies to identify and manage potential conflicts of interest among the Foundation Board and Foundation staff.

- d. The Foundation's accounts and funds are maintained separate from those of USAS. The Foundation maintains the identity of individually-named funds through the application of generally accepted accounting principles ("GAAP") and in accordance with the standards set forth in (or by guidelines similar to) the American Institute of Certified Public Accountants Audits of Certain Non-Profit Corporations.
- e. The Foundation is responsible for its performance and fulfillment of its mission consistent with its bylaws and governing policies that clearly address the Foundation Board's fiduciary responsibilities, including, without limitation, expectations of individual Foundation Board members based upon ethical guidelines and policies.
- f. The USAS Chief Executive Officer also serves as the Foundation Chief Executive Officer ("Foundation CEO"). The USAS Chief Financial Officer also serves as the Foundation's Chief Financial Officer ("Foundation CFO").
- g. The Foundation may earmark its unrestricted funds for the transfer to and use of USAS in compliance with USAS policies or directly reimburse appropriate expenditures, per Foundation policy. All such expenditures must comply with Section 501(c)(3) of the Code and be consistent with the Foundation's mission. All applicable transactions must comply with USAS and Foundation policies. Such funds shall be audited as a part of the Foundation's annual independent audit as well as the entities' consolidated annual independent audit.

3. USAS' RELATIONSHIP TO THE FOUNDATION

- a. USAS is a separately incorporated non-profit organization that operates pursuant to Section 501(c)(3) of the Code, created to foster and conduct national and international amateur sports competition in the sport of swimming, and support, educate, sponsor, train and regulate amateur swimmers nationally. The purposes of USAS shall remain consistent with its Articles of Incorporation effective October 24, 2005 with policies and procedures consistent with Section 501(c)(3) of the Code.
- b. The USAS President & CEO is responsible for communicating USAS' priorities and strategic plans to the Foundation Board.
- c. The USAS President & CEO shall serve as an *ex-officio*, non-voting member of the Foundation Board and shall assume a prominent role in fundraising activities.
- d. In consideration for Foundation services, USAS will provide the following office services at a reasonable, pre-negotiated rate: (i) telephone/internet services; and (ii) office space/overhead (including without limitation office furniture and janitorial services). USAS shall invoice the Foundation on a quarterly basis for the cost of providing such office services, and the Foundation shall pay such invoices within thirty (30) days of receipt. The Parties agree that the nature of the office services being acquired by the Foundation at the rate offered by USAS is not readily obtainable or convenient from its own resources or from outside private entities.
- e. USAS will also employ and be responsible for, subject to reimbursement by the Foundation, salaries, benefits and payroll administration for any personnel assigned to fulfilling the Foundation's mission and obligations pursuant to this MOU.
- f. USAS shall allow the Foundation reasonable access to software, internet, email, networks or file and print servers, that may be necessary for the Foundation to discharge the obligations described in this MOU. The Foundation shall be entitled to use and receive a copy of any and all information

needed by it on such equipment and to reproduce such information. The Foundation agrees to maintain confidentiality as required by law with respect to such information. To the extent permitted by law, USAS agrees to permit the Foundation to have access to relevant information in its records regarding employees, corporate/media partners, sponsors, and supporters, and other appropriate persons as may be necessary to enable the Foundation to perform its obligations under this MOU. The Foundation agrees to maintain confidentiality as required by law with respect to such information.

- g. USAS recognizes that the Foundation is a Section 501(c)(3) non-profit corporation that has the responsibility of protecting the confidentiality and privacy of its donors consistent with state and federal law. USAS shall comply with all federal and state privacy laws that support the Foundation's ability to protect the confidentiality of donor records. All information about donors, prospective donors, gift data, campaign assignments and notes, donor correspondence, and related information is the confidential property of the Foundation, whether maintained in paper or electronic form, or maintained on servers and equipment owned by USAS, in accordance with applicable federal and state law.
- h. To ensure effective achievement of the items in this MOU, USAS and Foundation officers and representatives shall hold periodic meetings to evaluate progress and achievements, to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities. USAS and the Foundation shall review, and as necessary, amend this MOU periodically, but at a minimum such review shall occur within one hundred eighty (180) days after any amendment of the Foundation's bylaws. Per Section 6 of this Agreement, this MOU may be amended only by a written document signed by both Parties.

4. THE FOUNDATION'S RESPONSIBILITIES

a. FUNDRAISING

- i The Foundation serves as the major philanthropic fundraising entity for USAS. Accordingly, USAS representatives shall inform and coordinate with the Foundation on all philanthropic fundraising initiatives, including all gift solicitations.
- ii The Foundation shall create an environment conducive to increasing levels of private support for the mission and the priorities set by the Foundation in collaboration and consistent with the needs of USAS.
- iii To avoid any conflicting arrangements, the Foundation will not enter into any corporate partnership or sponsorship agreements except as authorized in writing by the USAS President & CEO.
- iv The Foundation, in consultation with the USAS President & CEO and Foundation Board, shall be responsible for planning, executing, and maintaining a comprehensive strategic fundraising and donor-acquisition program (including capital fundraising) in support of the Foundation's mission.
- v The Foundation shall establish, adhere to, and periodically assess its expenditure and gift-management and acceptance policies. The Foundation shall promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and USAS and provide appropriate recognition and stewardship of such gifts.
- vi The Chair of the Foundation Board and the Foundation CEO shall work in conjunction with USAS staff to identify, cultivate, and solicit prospects for private gifts. They shall create, manage, train, and report on active fundraising campaigns with specific goals and milestones.

- vii The Foundation shall not accept grants from state or federal agencies except in special circumstances that are approved by the Foundation CEO, the Foundation Board, and the government agency. Said approval by the Foundation may occur by general resolution not specific to each grant.
- viii The Foundation may accept gifts-in-kind of equipment and supplies intended for either Foundation or USAS use. The Foundation shall retain ownership of all gifts-in-kind unless otherwise designated by USAS or the Foundation Board.
- ix The Foundation, with the support of USAS, shall establish and act in a manner consistent with its strategic fundraising program, and thus only shall enter into agreements and enterprises that further the Foundation's goals and objectives.
- x The Foundation may serve as an instrument for entrepreneurial activities for USAS and engage in activities to further the purpose of USAS including without limitation: (A) purchasing, developing, or managing real estate; or (B) holding licensing agreements and other forms of donated intellectual property.

b. ASSET MANAGEMENT

- i The Foundation shall establish asset allocation, disbursements, and spending policies that adhere to applicable federal and state laws and the Foundation's Investment Policy Statement.
- ii The Foundation shall receive, hold, manage, invest, and disburse contributions, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred gift instruments. The Foundation shall maintain separate accounts for (A) endowment funds, (B) funds with donor restrictions, (C) funds without donor restrictions, and (D) operating cash.
- iii The Foundation shall not accept any gift, donation, or grant that creates a future liability for USAS without the advance written approval of the USAS President & CEO.
- iv The Foundation recognizes that USAS is a Section 501(c)(3) non-profit corporation that has the responsibility of protecting the confidentiality and privacy of its donors consistent with state and federal law.
- v The Foundation shall engage the services of legal counsel for the review of contracts and other legal issues as necessary.
- vi The Foundation Board, or if it should so designate, its Audit/Investment Committee, shall engage an independent accounting firm to annually conduct an audit of the Foundation's financial statements, including management letters and responses to management letters within thirty (30) days of receipt or provision. The final report shall be delivered each year by the date as specified by USAS in order to meet its annual audit obligations. Applicable audits include, but are not limited to, the annual standalone Foundation audit and the annual consolidated which includes USAS and all applicable related entities (including Foundation).
- vii The Foundation shall maintain general liability, directors', and officers', employees' errors and omissions, and such other insurance coverage as may be necessary or appropriate for liabilities which may arise in connection with its operations and carry bonding insurance on all employees.
- viii The Foundation shall serve as the primary depository of private gifts and shall transfer to the designated entity within the institution in compliance with donor intent, USAS policy, and applicable laws.

- ix The Foundation’s disbursements on behalf of USAS must be reasonable expenses that: (A) support USAS and its mission; (B) are consistent with donor intent; and (C) do not conflict with the law.

c. FOUNDATION FUNDING AND ADMINISTRATION

- i The Foundation shall maintain its tax-exempt status under Section 501(c)(3) of the Code.
- ii The Foundation is responsible for establishing a financial plan to underwrite a portion of its operational costs, programmatic initiatives, and activities, and its planned distributions of funds to support activities of USAS. In establishing this financial plan (and notwithstanding any in-kind transaction outlined in Sections 2 and 3), the Foundation shall include in the plan: necessary office space, computer and communication systems, utilities, adequate personnel, office supplies and other such services that may be necessary or required to fulfill its responsibilities and obligations.
- iii The Foundation has the right to use a reasonable percentage of annual unrestricted funds, interest, or endowments (by donor agreement), and earned interest on unrestricted investments to support its operations.
- iv The Foundation shall maintain, at its own expense, copies of the plans, budgets, and donor records developed in connection with the performance of its obligations. Donor records shall be shared with USAS, and USAS, to the extent allowed by law, shall provide the Foundation all data received on prospective individual and institutional donors as a result of its corporate activities. The Foundation agrees to maintain confidentiality with regard to such information as required by law.
- v The Foundation shall provide information from its data and records to the USAS President & CEO (or his/her designee) as requested and in accordance with applicable laws, policies, and guidelines.
- vi The Foundation shall issue to USAS, donors, and the community, an annual report of its revenue, expenditures, programmatic initiatives, and activities.
- vii The Foundation shall have a confidential and anonymous mechanism to engage individuals to report any inappropriate conduct within the Foundation’s operational or financial management. This mechanism shall include provisions that prohibit punishment or retaliation against any employee for reporting problems.
- viii After consulting with insurance and risk management personnel, the Foundation Board shall evaluate the potential risks arising from the Foundation’s operation and obtain commercially reasonable amounts of general liability and directors/officers insurance.
- ix The Foundation shall have a policy consistent with best practices governing retention and destruction of paper and electronic documents. The Foundation and USAS policies shall be generally consistent with respect to Foundation records relating to funds held for USAS’ benefit or transactions or fund transfers involving USAS.
- x Should the Foundation Board have concerns with regard to the performance of the Foundation CEO, such concerns should first be conveyed formally to the Foundation CEO / USAS President & CEO. If the concerns are not constructively addressed in a reasonable amount of time, the Foundation Board’s concerns shall then be conveyed in writing to the Board Chair of USA Swimming.

5. USAS' RESPONSIBILITIES

- a. USAS shall be responsible for the employment, compensation and evaluation of USAS employees, including the USAS President & CEO / Foundation CEO and the USAS CFO/Foundation CFO.
- b. USAS shall ensure the development and uniform schedule of communication of donor stewardship letters. In addition, USAS shall ensure that any allocations from the Foundation are spent in accordance with donor intent.
- c. USAS shall timely sign compliance documents from the Foundation attesting to its adherence with donor intent. At the request of the USAS Board, the Foundation shall provide a written report affirming completion.

6. DISTRIBUTION OF FUNDS FROM FOUNDATION TO USAS

- a. The Foundation Board and the Foundation CEO will identify targeted Learn-to-Swim and athlete support program outcomes and related funding needs, based upon which the Foundation Board will commit to minimum funding levels that USAS will incorporate into its annual budget planning. Grant awards and future funding commitments will be reviewed and determined by the Foundation Board annually.
- b. Distributions in excess of the annual planned allocations, including but not limited to unrestricted funds held by the Foundation, may be made from time to time as the Foundation Board may determine, including but not limited to in consideration of requests put forth by the USAS President & CEO.
- c. If funds raised by the Foundation exceed annual revenue targets, the Foundation shall be required to make distributions of such excess revenues, exclusive of contributions to endowments or other restricted funds, in such amounts as the USAS Board of Directors may determine.
- d. When distributing funds to USAS, the Foundation shall disclose any terms, conditions, or limitations imposed by the donor or legal determination of the gift. USAS shall abide by such restrictions and provide appropriate documentation when required.
- e. The fee for the office services as described in Section 3.d above shall be set forth in an Addendum to this MOU. Such fee shall automatically renew each year unless its terms are renegotiated by the Parties no later than November 30th of the prior fiscal year. Reimbursement to USAS for personnel services as described in Section 3.e shall be as set forth in the Foundation's annual budget, with funds distributed to USAS on a quarterly basis.

7. TERMINATION

- a. Either Party may terminate this MOU upon (i) the affirmative vote of not less than seventy-five percent (75%) of the members of its Board and (ii) ninety (90) days prior written notice to the other Party. Within ten (10) days of the initial written notice of the intention to terminate the Agreement, the Party initiating the termination shall act in good faith to schedule and participate in a meeting to resolve differences, which meeting shall include USAS and Foundation executives and both Parties' Board chairs (or their designees). At such meeting, the Parties shall use their best efforts to resolve all differences.
- b. Notwithstanding the foregoing, either Party may terminate this MOU in the event the other Party defaults in the performance of its obligations and fails to cure the default within thirty (30) days after receiving written notice.
- c. In the event a Party opts to terminate this MOU, the other Party may require the terminating Party to pay (within ninety (90) days of written notice) all debt incurred by the terminating Party on the

other Party's behalf, including without limitation, lease payments, advanced funds and funds borrowed for specific initiatives.

- d. In the event that the Foundation ceases to exist, all monies and items of value received by or held by the Foundation for the benefit of USAS or any of its constituent parts shall immediately be transferred to USAS (or its designee) consistent with federal and state law (including without limitation Section 501(c)(3) of the Code) and such restrictions as may have been imposed by Foundation donors.

8. MISCELLANEOUS

- a. This MOU constitutes the entire agreement between the Parties, and supersedes all prior and contemporaneous agreements, understandings and negotiations, with respect to the subject matter hereof. Each Party shall execute and deliver such further documents and take such further actions as may be required or reasonably requested by the other Party to effectuate the purposes of this MOU.
- b. This MOU: (i) may not be assigned or transferred, in whole or in part, by operation of law or otherwise, by either Party without the prior written consent of the other Party; and (ii) may not be amended or modified, by course of conduct or otherwise, except in a writing duly executed by each of the Parties.
- c. Any section of this MOU that logically would be expected to survive termination or expiration of this MOU shall survive such termination or expiration, including without limitation, confidentiality, termination, and governing law provisions.
- d. This MOU and any dispute arising out of or in connection with its subject matter or formation shall be governed by and construed in accordance with the law of the State of Colorado.
- e. This MOU may be executed electronically in two counterparts with the same effect as if both Parties had signed the same document. All counterparts shall be construed together and shall constitute one MOU.

[Signature Pages Follow]

IN WITNESS THEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the Effective Date.

Cecil Gordon
Chairman of the Board of Directors
USA Swimming Foundation, Inc.

Robert Vincent
Chairman of the Board of Directors
USA Swimming, Inc.

Tim Hinchey III
Chief Executive Officer
USA Swimming Foundation, Inc.

Tim Hinchey III
President & Chief Executive Officer
USA Swimming, Inc.

ADDENDUM

Per Sections 3.d and 6.e of the Memorandum of Understanding dated November 23, 2019 by and between USA SWIMMING, INC., a Colorado non-profit corporation (“USAS”) and USA SWIMMING FOUNDATION, INC., a Colorado non-profit corporation (the “Foundation”), this ADDENDUM sets forth the office services fee to be paid by the Foundation to USAS each year:

For the 2020 calendar year, and annually thereafter unless this Addendum is renegotiated by the Parties no later than November 30th of the prior fiscal year, the Foundation agrees to pay to USAS a fee of seventy thousand dollars (\$70,000.00).

The Parties understand that the fee is based on approximate pro-rata allocation of office square footage usage and head-count, projected at 4.5 of USAS’ current 90-100 employees. These costs are currently estimated as follows:

#	Item	Amount	Description
1	Building Rent	\$30,000	Allocated portion of building rent based on headcount, square footage, and building usage.
2	Depreciation	\$20,000	Allocated portion of the entities' fixed asset depreciation (primarily IT/software, furniture, fixtures, and equipment) based on headcount and usage.
3	Other Overhead / Shared Services	\$20,000	Allocation of the costs that are shared across the organizations/divisions based on headcount and usage including, but not limited to: <ul style="list-style-type: none">- Phones / Communications- Postage- Freight- Printing- Supplies- Furniture, Fixtures & Office Equipment- Subscriptions- HR vendors and employee engagement- Vendor fees (ADP, Concur, etc.)- Workers Compensation- Bank fees
Total		\$70,000	

Agreed to this 23 day of November, 2019:

Cecil Gordon
Chairman of the Board of Directors
USA Swimming Foundation, Inc.

Robert Vincent
Chairman of the Board of Directors
USA Swimming, Inc.

Tim Hinchey III
Chief Executive Officer
USA Swimming Foundation, Inc.

Tim Hinchey III
President & Chief Executive Officer
USA Swimming, Inc.

BYLAWS OF
USA SWIMMING FOUNDATION, INC.
APRIL 30, 2016

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BYLAWS OF
USA SWIMMING FOUNDATION, INC.

ARTICLE I.
OFFICES

Section 1.1 Business Offices. The initial principal office of the corporation shall be as stated in the articles of incorporation. The corporation may at any time and from time to time change the location of its principal office. The corporation may have such other offices, either within or outside Colorado, as the board of directors may designate or as the affairs of the corporation may require from time to time.

Section 1.2 Registered Office. The registered office required by the Colorado Revised Nonprofit Corporation Act (the “Act”) to be maintained in Colorado may be changed from time to time by the board of directors or by the officers of the corporation or, to the extent permitted by the Act, by the registered agent of the corporation, provided in all cases that the street addresses of the registered office and of the business office or home of the registered agent of the corporation are identical.

ARTICLE II.
MEMBERS

Section 2.1 Membership. The corporation shall have one voting member, which is USA Swimming, Inc., a Colorado nonprofit corporation that is a tax-exempt organization described in Section 501(c)(3) of the Internal Revenue Code (the “Member”). Except as set forth in the corporation’s articles of incorporation and these bylaws, the Member shall have the right to vote, approve, or consent to the actions of the corporation to the fullest extent permitted by the Act.

Section 2.2 Liability to Third Parties. The Member shall not, as such, be personally liable for the acts, debts, liabilities, or obligations of the corporation.

Section 2.3 Additional Members. The corporation may not add additional members or issue additional memberships without the prior written consent of the Member.

Section 2.4 No Termination, Expulsion, or Suspension. The board of directors shall have no right to terminate, expel, or suspend the Member.

Section 2.5 Meetings; Action by Written Consent. There is no requirement to have an annual meeting of the Member. The Member may act by written consent without a meeting.

ARTICLE III. BOARD OF DIRECTORS

Section 3.1 General Powers. Except as otherwise provided in the Act, the articles of incorporation or these bylaws, and subject to the rights of the Member, all corporate powers shall be exercised by or under the authority of, and the business and affairs of the corporation shall be managed by, its board of directors.

Section 3.2 Qualifications, Number, Election and Tenure.

(a) Qualifications. Each director must be a natural person who is eighteen years of age or older. A director need not be a resident of Colorado.

(b) Number. The number of directors of the corporation shall be from three (3) to nine (9), as determined by the Member from time to time.

(c) Election and Tenure. Directors of this corporation shall be elected by the Member, either by the Member's board of directors or by such board's designee, for terms of two (2) years, such terms to begin on January 1 and conclude on the second December 31 thereafter. The terms of the board of directors shall be staggered such that approximately one-half (1/2) of the directors shall be elected each year. Each director so elected shall hold office until such director's term expires and thereafter until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal.

(d) In order for the board to be staggered, the Member shall designate for the initial board:

(1) A minimum of two (2) and a maximum of four (4) directors who shall have terms that expire on December 31, 2016; and

(2) A minimum of three (3) and a maximum five (5) directors who shall have terms that expire on December 31, 2017.

Section 3.3 Resignation; Removal; Vacancies. Any director may resign at any time by giving written notice to the chair of the board or to the secretary of the corporation. A director's resignation shall take effect at the time specified in such notice, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. A director shall be deemed to have resigned in the event of such director's incapacity as determined by a court of competent jurisdiction. Any director may be removed at any time, with or without cause by the Member. Any vacancy of an elected director may be filled by the Member. A director elected to fill a vacancy shall hold the office for the unexpired term of such director's predecessor in office and thereafter until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. Any directorship to be filled by reason of an increase in the number of directors shall be filled by the Member, and a director so chosen shall hold office until the next election of directors and

thereafter until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. A vacancy that will occur at a specific later date may be filled before the vacancy occurs, but the new director may not take office until the vacancy occurs.

Section 3.5 Annual and Regular Meetings.

(a) The board of directors shall hold one (1) annual meeting each November for the purpose of electing officers, approving the corporation's annual budget, and for the transaction of such other business as may come before the meeting. Notice of the annual meeting under this Section 3.5(a) may be provided by designating the date and time of such meeting by board resolution; provided, however, that notice shall be given under Section 3.7 to any director who would not reasonably receive notice of the annual meeting by board resolution.

(b) In addition to the annual meeting as provided in Section 3.5(a), the board of directors shall hold such other regular meetings as it determines, which may be established by resolution at certain regular intervals. Regular meetings shall be held at the time and place, within the United States, as determined by the board, for the transaction of such business as may come before the meeting. Notice of such regular meetings under this Section 3.5(b) may be provided by designating the date and time of such meeting by board resolution; provided, however, that notice shall be given under Section 3.7 to any director who would not reasonably receive notice of the annual meeting by board resolution.

Section 3.6 Special Meetings. Special meetings of the board of directors may be called by or at the request of the chair of the board, the chief executive officer, or a majority of the directors then in office. The person or persons authorized to call special meetings of the board of directors may fix the time and place, either within or outside Colorado, for holding any special meeting of the board.

Section 3.7 Notice of Meetings.

(a) Requirements. Except as provided in Section 3.5, notice of each meeting of the board of directors stating the date, time and place of the meeting shall be given to each director at such director's registered address at least four (4) days prior thereto by the mailing of written notice by first class, certified or registered mail, or by express mail. Notice may also be given within forty-eight (48) hours of the meeting by telephone (including voice messaging or other system or technology designed to record or communicate messages), facsimile, electronic mail, electronic transmission or any other form of wire or wireless communication (and the method of notice need not be the same as to each director). Written notice is effective at the earliest of: (i) the date received; (ii) five (5) days after its deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with first class postage affixed; and (iii) the date shown on the return receipt, if mailed by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee. Oral notice is effective when communicated. If transmitted by facsimile, electronic transmission or other form of wire

or wireless communication, notice shall be deemed to be given when the transmission is complete.

(b) Registered Address, Telephone Numbers, Facsimile Numbers, and Electronic Mail Addresses. Each director shall register his or her address, telephone number, facsimile number, and electronic mail address (if applicable) with the secretary of the corporation, and notice of meetings sent or given as herein above provided to such addresses, telephone numbers, facsimile numbers, and electronic mail addresses shall be deemed validly delivered when provided thereto.

(c) Waiver of Notice. A director may waive notice of any meeting before or after the time and date of the meeting stated in the notice. Except as otherwise provided in this Section 3.7(c), the waiver shall be in writing and signed by the director entitled to the notice. Such waiver shall be delivered to the corporation for filing with the corporate records, but such delivery and filing shall not be conditions of the effectiveness of the waiver. A director's attendance at or participation in a meeting waives any required notice to that director of the meeting unless: (i) at the beginning of the meeting or promptly upon the director's later arrival, the director objects to holding the meeting or transacting business at the meeting because of lack of notice or defective notice and does not thereafter vote for or assent to action taken at the meeting; or (ii) if special notice was required of a particular purpose pursuant to the Act or these bylaws, the director objects to transacting business with respect to the purpose for which such special notice was required and does not thereafter vote for or assent to action taken at the meeting with respect to such purpose.

Section 3.8 Deemed Assent. A director of the corporation who is present at a meeting of the board of directors when corporate action is taken is deemed to have assented to all action taken at the meeting unless (i) the director objects at the beginning of the meeting, or promptly upon the director's arrival, to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken at the meeting; or (ii) the director contemporaneously requests the director's dissent or abstention as to any specific action taken be entered in the minutes of the meeting; or (iii) the director causes written notice of the director's dissent or abstention as to any specific action to be received by the presiding officer of the meeting before the adjournment thereof or by the corporation promptly after the adjournment of the meeting. Such right of dissension or abstention is not available to a director who votes in favor of the action taken.

Section 3.9 Quorum and Voting. A majority of the directors in office immediately before a meeting begins shall constitute a quorum for the transaction of business at any meeting of the board of directors, and the vote of a majority of the directors present in person at a meeting at which a quorum is present shall be the act of the board of directors, unless otherwise required by the Act, the articles of incorporation or these bylaws. If less than a quorum is present at a meeting, a majority of the directors present may adjourn the meeting until a quorum shall be present.

Section 3.10 Voting by Proxy. No director may vote or act by proxy at any meeting of directors.

Section 3.11 Compensation. Directors shall not receive compensation for their services. However, the reasonable expenses of directors in attendance at board meetings may be paid. Directors shall not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the corporation in any other capacity.

Section 3.12 Committees. By one or more resolutions adopted by the vote of a majority of the directors present at a meeting at which a quorum is present, the board of directors may designate from among its members one or more committees, each of which, to the extent provided in the resolution establishing such committee, shall have and may exercise all of the authority of the board of directors, except as prohibited by the Act. Such committees shall consist of two (2) or more directors. The delegation of authority to any committee shall not operate to relieve the board of directors or any member of the board from any responsibility or standard of conduct imposed by law or these bylaws. Rules governing procedures for meetings of any committee shall be the same as those set forth in these bylaws or the Act for the board of directors unless the board determines otherwise.

Section 3.13 Advisory Councils.

(a) A Fundraising Advisory Council is established. It shall have such members as from time to time appointed by the corporation's board of directors or its designee. Members of the Fundraising Advisory Council need not be members of the board of directors. The Fundraising Advisory Council shall have no authority to incur any corporate expense or make any representation or commitment on behalf of the corporation without the express approval of the chief executive officer of the corporation. The President of the Member (or his or her designee) shall be the Chair of the Fundraising Advisory Council. The Fundraising Advisory Council shall provide support to the Foundation staff in the development and implementation of fundraising strategies.

(b) The board of directors may from time to time form one or more additional advisory councils, committees, task force or other bodies composed of such members, having such rules of procedure, and having such chair, as the board of directors shall designate. The name, objectives and responsibilities of each such advisory council, and the rules and procedures for the conduct of its activities, shall be determined by the board of directors. An advisory council may provide such advice, service, and assistance to the corporation, and carry out such duties and responsibilities for the corporation as may be specified by the board of directors; except that, if any such committee or advisory board has one (1) or more members thereof who are entitled to vote on committee matters and who are not then also directors, such committee or advisory board may not exercise any power or authority reserved to the board of directors by the Act, the articles of incorporation or these bylaws. Further, no advisory council shall have authority to incur any corporate expense or make any representation or commitment on behalf of the corporation without the express approval of the board of directors or the chief executive officer of the corporation.

Section 3.14 Meetings by Telephone. Members of the board of directors or any committee thereof may participate in a regular or special meeting by, or conduct the meeting through the use of, any means of communication by which all directors participating may hear each other during the meeting. A director participating in a meeting by this means is deemed to be present at the meeting.

Section 3.15 Action Without a Meeting.

(a) Action without a meeting may be taken by the board of directors or any committee thereof if notice as described in subsection (b) (the “Notice”) is transmitted to each member of the board or committee, and each member of the board or committee by the time stated in the Notice either (i) votes in writing for such action or (ii) both (A) votes in writing against such action, abstains in writing from voting, or fails to respond or vote and (B) fails to demand in writing that action not be taken without a meeting.

(b) The Notice shall be in writing and shall state the action or actions to be taken, the time by which the director must respond, and that the director’s failure to respond by the time stated in the Notice will have the same effect as if, prior to the time stated in the Notice, the director had abstained in writing and failed to demand in writing that action not be taken without a meeting.

(c) Action is taken under subsection (a) only if at the end of the time stated in the Notice: (i) the affirmative votes in writing for such action equal or exceed the minimum number of votes that would be necessary to take such action at a meeting at which all of the directors then in office were present and voted, and (ii) no director has delivered to the corporation a written demand (other than a demand that has been revoked pursuant to subsection (e)) that such action not be taken without a meeting. Unless the Notice specifies a different effective date, action taken pursuant to this section is effective at the end of the time stated in the Notice.

(d) A director’s right to demand that action not be taken without a meeting is waived unless the director delivers such a demand in writing to the corporation prior to the time stated in the Notice and does not revoke such demand pursuant to subsection (e).

(e) Any director who has voted, abstained, or demanded that action not be taken without a meeting pursuant to this section may revoke such vote, abstention, or demand by delivering a writing to that effect to the corporation prior to the time stated in the Notice.

(f) All communications transmitted pursuant to this section may be transmitted or received by mail or by electronically transmitted facsimile, e-mail, or other form of wire or wireless communication and must be in a form sufficient to identify clearly and unconditionally (i) the director, (ii) the director’s vote, abstention, demand, or revocation, and (iii) the proposed action to which such vote, abstention, demand, or revocation relates. For purposes of this section, communications to the corporation are not effective until received. Any

communication which fails to comply with this subsection shall be deemed to be a failure to respond.

(g) Action taken pursuant to this section has the same effect as action taken at a meeting of directors or committee and may be described as such in any document.

(h) All writings necessary for any action taken pursuant to this section shall be filed with the minutes of the meetings of the board of directors.

(i) In addition to the foregoing, any action required or permitted to be taken at a meeting of the board of directors or any committee thereof may be taken without a meeting in any other manner permitted by the Act.

ARTICLE IV. OFFICERS AND AGENTS

Section 4.1 Designation and Qualifications. The officers of the corporation shall be a chair of the board, a secretary, a chief executive officer, a chief financial officer, and the Foundation Executive Director. The board of directors may also appoint, designate or authorize such other officers and agents, including, but not limited to, a chief development officer, a controller, assistant secretaries and assistant financial officers, as it may consider necessary or useful. One person may hold more than one office at a time. Other than the chair of the board, officers need not be directors of the corporation. All officers must be natural persons who are eighteen (18) years of age or older.

Section 4.2 Designation, Election and Term of Office.

(a) The Executive Director of the Member shall, for so long as he or she holds such office with the Member, also serve as the corporation's chief executive officer.

(b) The Chief Financial Officer of the Member shall, for so long as he or she holds such office with the Member, also be the chief financial officer of this corporation.

(c) The Executive Director of the Member shall appoint the corporation's Executive Director.

(d) The board of directors shall elect or appoint such other elected officers at or in conjunction with each annual meeting of the board of directors. If the annual election and appointment of the elected officers shall not be held at or in conjunction with such meeting, such election or appointment shall be held as soon as convenient thereafter. Elected officers shall hold office from the end of the meeting at or in conjunction with which such officer or agent was elected or appointed until such officer's successor shall have been duly elected or appointed and shall have qualified, or until such officer's earlier death, resignation or removal.

Section 4.3 Compensation. The officers of the corporation shall not receive any compensation from the corporation. Officers may, however, be paid salary and receive other

benefits from the Member in connection with their service to both the Member and this corporation.

Section 4.4 Removal.

(a) The board of directors may not remove the chief executive officer, chief financial officer, or Foundation Executive Director. Removal of such officers shall be at the discretion of the Member either by direct removal of the Foundation Executive Director or, in the case of the chief executive officer or chief financial officer, removal of such person from his or her office with the Member.

(b) Each other elected officer and any agent may be removed by the board of directors at any time, with or without cause.

(c) Election, appointment or designation of an officer or agent shall not itself create contract rights.

Section 4.5 Vacancies. A designated officer shall be deemed to have resigned if he or she resigns from the related office with the Member. An elected officer may resign at any time, subject to any rights or obligations under any existing contracts between the officer and the corporation, by giving written notice to the chief executive officer or the chair of the board. Such officer's resignation shall take effect upon receipt by the corporation unless the notice specifies a later effective date and the acceptance of such resignation shall not be necessary to make it effective. Any officer or agent shall be deemed to have resigned in the event of such officer's or agent's incapacity as determined by a court of competent jurisdiction. A vacancy in any office, however occurring, may be filled by the board of directors, or by any officer or committee to which such authority has been delegated by the board of directors, for the unexpired portion of the term; provided, however, that a vacancy in the office of Foundation Executive Director shall be filled by the Member and the offices of chief executive officer and chief financial officer shall remain vacant until such time as the Member fills the related office of the Member. If a resignation is made effective at a later date, the board of directors may permit the officer to remain in office until the effective date and may fill the pending vacancy before the effective date with the provision that the successor does not take office until the effective date, or the board of directors may remove the officer at any time before the effective date and may fill the resulting vacancy.

Section 4.6 Authority and Duties of Officers. The officers of the corporation shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the board of directors or these bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law.

(a) Chair of the Board. The chair of the board shall (i) preside at all meetings of the board of directors; (ii) work in conjunction with the chief executive officer to see that all resolutions of the board of directors are carried into effect; and (iii) perform all other duties

incident to the office of chair of the board and as from time to time may be assigned to the chair by the board of directors.

(b) Secretary. The secretary shall (i) keep the minutes of the proceedings of the board of directors and any committees of the board; (ii) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; (iii) be custodian of the corporate records and of the seal of the corporation; (iv) keep at the corporation's registered office or principal place of business within or outside Colorado a record containing the names and addresses of all directors; and (v) in general, perform all duties incident to the office of secretary and such other duties as from time to time may be assigned to such office by the board of directors. Assistant secretaries, if any, shall have the same duties and powers, subject to supervision by the secretary.

(c) Chief Executive Officer. The Chief Executive Officer shall perform such duties as from time to time may be assigned to the chief executive officer by the board of directors.

(d) Foundation Executive Director. The Foundation Executive Director shall report to the chief executive officer. Subject to the direction and supervision of the chief executive officer, the Foundation Executive Director shall (i) have general responsibility for all day-to-day operations of the corporation; (ii) propose, prepare and present to the board of directors specific programs and activities that will further the corporation's purposes; (iii) direct and supervise the implementation of the programs and activities approved by the board of directors and the chief executive officer; and (iv) perform all other duties and responsibilities as from time to time may be assigned to the Foundation Executive Director by the chief executive officer and the board of directors.

(e) Chief Financial Officer. The chief financial officer shall (i) have the care and custody of all of the corporation's funds, securities, evidences of indebtedness and other personal property; (ii) receive and give receipts and acquittances for moneys paid in on account of the corporation, and pay out of the funds on hand all bills, payrolls and other just debts of the corporation of whatever nature upon maturity; (iii) create, implement and monitor a set of fiscal and budgetary policies that are designed to protect the financial health of the corporation while fulfilling corporate strategy; (iv) in the absence of a separate controller, serve as the chief accounting officer of the corporation, and as such prescribe and maintain the methods and systems of accounting to be followed, keep complete books and records of account, prepare and file all local, state and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the chief executive officer (and to the board of directors at the direction of the chief executive officer) statements of account showing the financial position of the corporation and the results of its operations; (v) monitor compliance with all requirements imposed on the corporation as a tax-exempt organization described in section 501(c)(3) of the Internal Revenue Code; and (vii) perform all other duties incident to the office of chief financial officer and such other duties as from time to time may be assigned to the chief financial officer by the chief executive officer.

Section 4.7 Surety Bonds. The board of directors may require any officer or agent of the corporation to execute to the corporation a bond in such sums and with such sureties as shall be satisfactory to the board, conditioned upon the faithful performance of such person's duties and for the restoration to the corporation of all books, papers, vouchers, money and other property of whatever kind in such person's possession or under such person's control belonging to the corporation.

ARTICLE V. STAFFING MATTERS

Section 5.1 Staffing. The staff services required by the corporation may be provided by the staff of the Member under the direction of the chief executive officer. The corporation's chief executive officer, chief financial officer, and Foundation Executive Director may involve such staff of the Member in performing services for the corporation as may be necessary or appropriate from time to time.

Section 5.2 Allocation of Expenses. The corporation shall pay to the Member all expenses incurred as a result of use by the corporation of the Member's facilities, equipment, supplies and other tangible or intangible property or assets, as well as an allocation of compensation and benefits for all officer and staff services provided by the Member to the corporation. The corporation shall pay such amounts to the Member not less than annually from available funds within thirty (30) days following the end of the corporation's fiscal year. In the event such funds are not available on such date, the corporation shall immediately pay such funds to the Member when such funds become available.

ARTICLE VI. FIDUCIARY MATTERS

Section 6.1 Indemnification.

(a) Scope of Indemnification. The corporation shall indemnify each director, officer, employee and volunteer of the corporation to the fullest extent permissible under the laws of the State of Colorado, and may in its discretion purchase insurance insuring its obligations hereunder or otherwise protecting the persons intended to be protected by this Section 6.1. The corporation shall have the right, but shall not be obligated, to indemnify any agent of the corporation not otherwise covered by this Section 6.1 to the fullest extent permissible under the laws of the State of Colorado.

(b) Savings Clause; Limitation. If any provision of the Act or these bylaws dealing with indemnification shall be invalidated by any court on any ground, then the corporation shall nevertheless indemnify each party otherwise entitled to indemnification hereunder to the fullest extent permitted by law or any applicable provision of the Act or these bylaws that shall not have been invalidated. Notwithstanding any other provision of these bylaws, the corporation shall neither indemnify any person nor purchase any insurance in any manner or to any extent that would jeopardize or be inconsistent with the qualification of the

corporation as an organization described in section 501(c)(3) of the Internal Revenue Code, or that would result in the imposition of any liability under either section 4941 or section 4958 of the Internal Revenue Code.

Section 6.2 General Standards of Conduct for Directors and Officers.

(a) Discharge of Duties. Each director shall discharge the director's duties as a director, including the director's duties as a member of a committee of the board, and each officer with discretionary authority shall discharge the officer's duties under that authority (i) in good faith; (ii) with the care an ordinarily prudent person in a like position would exercise under similar circumstances; and (iii) in a manner the director or officer reasonably believes to be in the best interests of the corporation.

(b) Reliance on Information, Reports, Etc. In discharging duties, a director or officer is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by: (i) one or more officers or employees of the corporation whom the director or officer reasonably believes to be reliable and competent in the matters presented; (ii) legal counsel, a public accountant or another person as to matters the director or officer reasonably believes are within such person's professional or expert competence; or (iii) in the case of a director, a committee of the board of directors of which the director is not a member if the director reasonably believes the committee merits confidence. A director or officer is not acting in good faith if the director or officer has knowledge concerning the matter in question that makes reliance otherwise permitted by this Section 6.2(b) unwarranted.

(c) Director Not Deemed to Be a "Trustee." A director, regardless of title, shall not be deemed to be a "trustee" within the meaning given that term by trust law with respect to the corporation or with respect to any property held or administered by the corporation including, without limitation, property that may be subject to restrictions imposed by the donor or transferor of such property.

Section 6.3 Conflicts of Interest.

(a) Definition. A conflict of interest arises when any "responsible person" or any "party related to a responsible person" has an "interest adverse to the corporation." A "responsible person" is any individual in a position to exercise substantial influence over the affairs of the corporation, and specifically includes, without limitation, directors and officers of the corporation. A "party related to a responsible person" includes his or her extended family (including spouse, ancestors, descendants and siblings, and their respective spouses and descendants), an estate or trust in which the responsible person or any member of his or her extended family has a beneficial interest or a fiduciary responsibility, or an entity in which the responsible person or any member of his or her extended family is a director, trustee or officer or has a financial interest. "An interest adverse to the corporation" includes any interest in any contract, transaction or other financial relationship with the corporation, and any interest in an entity whose best interests may be impaired by the best interests of the corporation including,

without limitation, an entity providing any goods or services to or receiving any goods or services from the corporation, an entity in which the corporation has any business or financial interest, and an entity providing goods or services or performing activities similar to the goods or services or activities of the corporation.

(b) Disclosure. If a responsible person is aware that the corporation is about to enter into any transaction or make any decision involving a conflict of interest, (a “conflicting interest transaction”), such person shall: (i) immediately inform those charged with approving the conflicting interest transaction on behalf of the corporation of the interest or position of such person or any party related to such person; (ii) aid the persons charged with making the decision by disclosing any material facts within the responsible person’s knowledge that bear on the advisability of the corporation entering into the conflicting interest transaction; and (iii) not be entitled to vote on the decision to enter into such transaction.

(c) Approval of Conflicting Interest Transactions. The corporation may enter into a conflicting interest transaction provided either:

(1) The material facts as to the responsible person’s relationship or interest and as to the conflicting interest transaction are disclosed or are known to the board of directors or to a committee of the board of directors that authorizes, approves or ratifies the conflicting interest transaction, and the board or committee in good faith authorizes, approves or ratifies the conflicting interest transaction by the affirmative vote of a majority of the disinterested directors on the board or committee, even though the disinterested directors are less than a quorum; or

(2) The material facts as to the responsible person’s relationship or interest and as to the conflicting interest transaction are disclosed or are known, and the conflicting interest transaction is specifically authorized, approved, or ratified in good faith by a vote of the directors entitled to vote thereon; or

(3) The conflicting interest transaction is fair as to the corporation.

Section 6.4 Liability of Directors for Unlawful Distributions.

(a) Liability to Corporation. A director who knowingly votes for or assents to a distribution made in violation of the Act or the articles of incorporation of the corporation shall be personally liable to the corporation for the amount of the distribution that exceeds what could have been distributed without violating the Act or the articles of incorporation if it is established that the director did not perform the director’s duties in compliance with the general standards of conduct for directors set forth in Section 6.2.

(b) Contribution. A director who is liable under Section 6.4(a) for an unlawful distribution is entitled to contribution: (i) from every other director who could be liable under Section 6.4(a) for the unlawful distribution; and (ii) from each person who accepted the distribution knowing the distribution was made in violation of the Act or the articles of

incorporation, to the extent the distribution to that person exceeds what could have been distributed to that person without violating the Act or the articles of incorporation.

Section 6.5 Loans to Directors and Officers Prohibited. No loans shall be made by the corporation to any of its directors or officers.

ARTICLE VII. RECORDS OF THE CORPORATION

The corporation, at its offices, shall keep current and complete books of its financial accounts, and shall also keep minutes of the proceedings of its board of directors and committees, and shall keep a record of the names and addresses of all board members. All books and records of the corporation may be inspected by any director, or the agent or attorney of any director, for any proper purpose at any reasonable time. Without limiting the foregoing, the corporation shall comply with all applicable requirements related to corporate records in the Act.

ARTICLE VIII. AMENDMENT OF BYLAWS

These bylaws may be amended only upon the approval of both this corporation's board of directors and the Member's board of directors.

ARTICLE IX. CERTAIN FINANCIAL MATTERS

Section 9.1 Fund. The corporation will establish a fund for the benefit of the Member (the "Fund"). The Fund shall consist of two parts, with Part A consisting of all unrestricted general contributions, gifts, grants, bequests or devises (each a "Contribution"), and Part B consisting of all "donor restricted" Contributions made to the corporation pursuant to Section 9.2. Unless the corporation expressly agrees to accept a Contribution as a "donor restricted" Contribution under the terms of Section 9.2 below, any Contribution shall automatically be considered an unrestricted Contribution and shall constitute part of Part A of the Fund. The corporation shall acquire and retain sufficient control over all donated funds, including "donor restricted" Contributions made to Part B of the Fund, to assure that such funds will be used exclusively to carry out the corporation's tax-exempt purposes.

Section 9.2 Restricted Contributions. The corporation may accept to Part B of the Fund any Contribution that is expressly restricted or conditioned by the donor, provided that the restriction or condition is consistent with the corporation's general tax-exempt purposes and provided that such Contribution and its restrictions or conditions are deemed acceptable to the Member's Executive Committee prior to the acceptance of such Contribution. "Donor restricted" Contributions will be accepted for special funds, purposes or uses, and such restrictions and conditions will be honored (provided that any expenditure or distribution of such Contribution shall further the corporation's tax-exempt purposes.)

Section 9.3 Investments. The corporation shall have full power to invest and reinvest all property held in the Fund in such manner as the corporation shall in its discretion determine. The corporation may hold reasonable sums in cash for any period of time and may invest in properties of every kind and description, real or personal, tangible or intangible, without limitation; provided, however, that in making Fund investments, the corporation shall exercise the judgment and care, under the circumstances then prevailing, that persons of prudence, discretion and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital. The corporation shall not be responsible for any loss or reduction in value with respect to any assets held in the Fund unless such loss or reduction in the value is due to the intentional misconduct or gross negligence of the corporation or its employees or agents. The corporation may, in its discretion, engage investment advisors, custodians of securities, investment or property managers, appraisers, accountants, attorneys and other agents and advisors, and delegate to them such powers or authority as the corporation may determine, all as may be reasonably required for the corporation to carry out its duties and responsibilities with respect to the Fund, and the corporation may pay the reasonable fees and expenses of all such agents or advisors as direct expenses of the Fund.

Section 9.4 Distributions.

- (a) All donations and gifts to the corporation from and after the effective date of these bylaws will be administered and distributed as set forth below.
- (b) Distributions from the Fund may be made from time to time in such amounts as this corporation's board of directors may determine.
- (c) The corporation shall be required to make distributions from the Fund from time to time in such amounts as the Member may direct in writing. Any such Member request must be approved by the Member's board of directors.
- (d) All amounts distributed pursuant to this Section 9.4 shall be distributed to the Member, or as the Member may direct in writing from time to time, for expenditure in a manner consistent with the Member's exempt purposes.
- (e) Notwithstanding any provision of this Section 9.4 to the contrary, (1) the Fund shall at all times be held and administered in accordance with the provisions of the Internal Revenue Code as well as the corporation's articles of incorporation and bylaws as they now exist or may be hereafter amended and (2) all distributions will be subject to, and shall comply with, any restrictions applicable to Part B of the Fund.

Section 9.5 Spendthrift Provisions. Notwithstanding any other provision of this Agreement, no income or principal of the Fund or distributable from the Fund may be assigned or encumbered by the Member, or be attached by or subject to the interference or control of any creditor of the Member, or reached by any legal or equitable process in satisfaction of any debt or liability of the Member, prior to its actual receipt by the Member.

Section 9.6 Records, Reports and Audits. The corporation shall maintain reasonable books, records and accounts of the Fund, and all such books, records and accounts shall be open to inspection, upon reasonable notice, by the Member and its authorized representatives, at the principal office of the corporation during normal business hours. After the close of each fiscal year of the corporation, financial transactions of the corporation for the preceding fiscal year shall be audited by certified public accountants as selected by the board of directors, and a report of the audit shall be received by the board of directors within ninety (90) days following the close of the fiscal year. The corporation shall prepare and distribute to the Member at least annually, a written financial report covering the funds held subject to these bylaws, showing the assets then held by the Fund and all receipts, expenses and distributions during the period covered by the report. The Fund will be included in the annual information returns filed by the corporation and in the audited financial reports prepared by the corporation. The corporation shall not be obligated to obtain a separate audited financial report for the Fund.

ARTICLE X. MISCELLANEOUS

Section 10.1 Fiscal Year. The fiscal year of the corporation shall be the calendar year.

Section 10.2 Conveyances and Encumbrances. Property of the corporation may be assigned, conveyed or encumbered by such officers of the corporation as may be authorized to do so by the board of directors, and such authorized persons shall have power to execute and deliver any and all instruments of assignment, conveyance and encumbrance; however, the sale, exchange, lease or other disposition of all or substantially all of the property and assets of the corporation shall be authorized only in the manner prescribed by applicable statute.

Section 10.3 References to Internal Revenue Code. All references in these bylaws to provisions of the Internal Revenue Code are to the provisions of the Internal Revenue Code of 1986, as amended, and to the corresponding provisions of any subsequent federal tax laws.

Section 10.4 Principles of Construction. Words in any gender shall be deemed to include the other gender; the singular shall be deemed to include the plural and vice versa; the words “pay” and “distribute” shall also mean assign, convey and deliver; and the table of contents, headings and underlined paragraph titles are for guidance only and shall have no significance in the interpretation of these bylaws.

Section 10.5 Severability. The invalidity of any provision of these bylaws shall not affect the other provisions hereof, and in such event these bylaws shall be construed in all respects as if such invalid provision were omitted.

(END)

USA SWIMMING FOUNDATION, INC.

BYLAWS CERTIFICATE

The undersigned certifies that he is the Secretary of USA Swimming Foundation, Inc., a Colorado nonprofit corporation, and that, as such, the undersigned is authorized to execute this certificate on behalf of said corporation, and further certifies that attached hereto is a complete and correct copy of the presently effective bylaws of said corporation.

Dated: This ____ day of _____, 2016.

_____, Secretary

**BYLAWS OF
USA SWIMMING FOUNDATION, INC.
AMENDED SEPTEMBER 12, 2019
(TO BE EFFECTIVE AS OF JANUARY 1, 2020)**

**ARTICLE I
OFFICES**

Section 1.1 Business Offices. The initial principal office of the USA Swimming Foundation Inc., (the "Foundation") shall be as stated in the Articles of Incorporation. The Foundation may at any time and from time to time change the location of its principal office. The Foundation may have such other offices, either within or outside Colorado, as the Foundation's Board of Directors (hereinafter the "Foundation Board" or the "Board") may designate or as the affairs of the Foundation may require from time to time.

Section 1.2 Registered Office. The registered office required by the Colorado Revised Nonprofit Corporation Act (the "Act") to be maintained in Colorado shall be as set forth in the Foundation's Articles of Incorporation. The Foundation Board, subject to the approval of the Member as set forth in Article II of these Bylaws, may change the location of its registered office which may be, but need not be, the same as the principal office if in Colorado.

**ARTICLE II
MEMBERS**

Section 2.1 Membership. The Foundation shall have one voting member, which is USA Swimming, Inc., a Colorado nonprofit corporation that is a tax-exempt organization described in Section 501(c)(3) of the Internal Revenue Code (the "Member"). The Member shall have all rights permitted by applicable law, including the rights and duties of the Member as set forth in the Foundation's Articles of Incorporation and these Bylaws,

Section 2.2 Liability to Third Parties. The Member shall not, as such, be personally liable for the acts, debts, liabilities, or obligations of the corporation.

Section 2.3 Additional Members. The Foundation may not add additional members or issue additional memberships without the prior written consent of the Member.

Section 2.4 No Termination, Expulsion, or Suspension. The Foundation Board shall have no right to terminate, expel, or suspend the Member.

Section 2.5 Rights of the Member. The Member shall have the right to vote in any proceeding, matter or question appertaining to the Foundation which is submitted to a vote by the Member pursuant to applicable law, the Foundation's Articles of Incorporation or these Bylaws.

Section 2.6 Representation of Sole Member. Any individual(s) duly authorized or designated by the board of directors of the Member to represent the Member at a meeting of the members of the Foundation shall be authorized to represent the Member for purposes of such meeting. The presence of such individual(s) as aforesaid shall be deemed to mean that the Member is present in person for purposes hereof. In the absence of the aforesaid designation, the Chief Executive Officer ("CEO") of the Member shall be deemed to represent the Member, but shall not have sole authority to veto an action of the Foundation Board.

Section 2.7 Meetings; Action by Written Consent. There is no requirement to have an annual meeting of the Member. The Member may act by written consent without a meeting, and such written consent is to be filed with the minutes of the proceedings of the subsequent meeting of the Foundation Board.

ARTICLE III BOARD OF DIRECTORS

Section 3.1 General Powers. Except as otherwise provided in the Act, the Articles of Incorporation or these Bylaws, and subject to the rights of the Member, the business and affairs of the Foundation shall be managed by, or under the direction of the Foundation Board. The Foundation Board shall exercise such powers in a manner that is consistent with the Foundation's purposes as set forth in its Articles of Incorporation. In the pursuit of such purposes by the Foundation, the activities of the Foundation Board shall be limited to fundraising, and maintaining and investing endowment funds, for the benefit of the Member, unless the Foundation Board proposes additional means of pursuing such purposes that are approved in advance and in writing by the Member or otherwise specifically set forth in these Bylaws or a Memorandum of Understanding between the Foundation and the Member. The Foundation Board shall not have any authority or responsibility for managing the business and affairs of the Member, including but not limited to any authority or responsibility to determine how funds raised by the Foundation are to be used by the Member. Notwithstanding the foregoing, the Foundation Board, with the prior written consent of the Member, may restrict the use of funds raised by the Foundation upon granting such funds to the Member such that the funds are used by the Member only for learn-to-swim programming and support of the Member's National Team and its athletes.

Section 3.2 Qualifications, Number, Election and Tenure.

(a) Qualifications. Each director must be a natural person who is eighteen years of age or older, a United States citizen and a current member in good standing of USA Swimming. A director need not be a resident of Colorado.

(b) Number. The number of voting directors of the Foundation shall be from at least nine (9) and no more than twenty-one (21), or such other number as may be fixed from time to time pursuant to these Bylaws. Any action of the Foundation Board to increase or decrease the permitted number of directors as set forth in these Bylaws, whether expressly by resolution or by implication through the election of additional directors, shall constitute an amendment of these Bylaws and must otherwise satisfy the requirements for amending these Bylaws as provided Article XI.

(c) Ex-Officio Directors. The Trustees Council, as defined in Article VII below, shall be entitled to elect one of its current members to serve as the Trustees Council Representative, who shall serve as a voting director. The Trustees Council representative shall be appointed to a term of two (2) years, which shall commence on January 1st of even-numbered years. The Chief Executive Officer (CEO) of the Member shall also serve as the CEO of the Foundation and as a member of the Foundation Board in a non-voting, ex-officio capacity.

(d) Nomination and Election. In its governing policies the Foundation Board shall establish criteria and a process to assign a Nominating Committee for the consideration of individuals proposed for election. Directors of the Foundation shall be elected by the Member's board of directors.

(e) Terms. Commencing in 2020, the terms of Foundation directors shall each be for three (3) years; provided, however, that all terms shall expire at the end of a calendar year, and accordingly, a director's term may be for a period of less than three (3) years in the event such director's term commenced after the beginning of a calendar year. The terms shall be staggered such that approximately one-third (1/3) of the directors shall be elected each year. Each director so elected shall hold office until such director's term expires and thereafter until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. Notwithstanding terms of service prior to 2020, Directors may serve up to three (3) consecutive terms, subject to the approval of the Member prior to the second and third term(s). No decrease in the number of directors shall have the effect of shortening the term of any incumbent director. Additionally, the term of the Board Chair shall be

automatically extended as necessary for the completion of the four-year term of that office, and the terms of the Vice-Chair, Treasurer and Secretary shall be automatically extended as necessary for completion of the respective two-year terms of those offices.

Section 3.3 Resignation; Removal. Any director may resign at any time by giving written notice to the Board Chair or to the Secretary of the Foundation. A director's resignation shall take effect at the time specified in such notice, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. A director shall be deemed to have resigned in the event of such director's incapacity as determined by a court of competent jurisdiction. Any director may be removed at any time, with or without cause, the vote of a two-thirds majority of the other directors then in office, or by the Member, or as may otherwise be provided by law.

Section 3.4 Vacancies. Any vacancy of an elected director may be filled by the Member., If the Member chooses to fill the vacancy, the Member shall appoint an individual with the advice and consent of the Foundation Board. A director elected to fill a vacancy shall hold the office for the unexpired term of such director's predecessor in office and thereafter until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. Any directorship to be filled by reason of an increase in the number of directors shall be filled by the Member, and a director so chosen shall hold office for a term of up to three (3) years as may be assigned for purposes of staggering terms, and until such director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. If a director is appointed to fill a vacancy for a term of less than eighteen (18) months, that term shall not accrue towards the limitation on consecutive terms as specified in Section 3.2(d) above. A vacancy that will occur at a specific later date may be filled before the vacancy occurs, but the new director may not take office until the vacancy occurs.

Section 3.5 Annual and Regular Meetings.

(a) Unless directed otherwise by the Member, the Foundation Board shall hold one (1) annual meeting each November, at such time and place as determined by the Board Chair, or at such other time and place, either within or outside Colorado, as otherwise determined by the Member, for the purpose of electing and designating directors and/or officers, or for the transaction of such other business as may come before the meeting.

(b) In addition to the annual meeting as provided in Section 3.5(a), the Board shall hold such other regular meetings as it determines, which may be established by resolution at certain regular intervals. Regular meetings shall be held at the time and place, within the United States, as determined by the Board, for the transaction of such business as may come before the meeting.

Section 3.6 Special Meetings. Special meetings of the Board may be called by or at the request of the Board Chair, the chief executive officer, a majority of the directors then in office, or the Member. The person or persons authorized to call special meetings of the Foundation Board may fix the time and place, either within or outside Colorado, for holding any special meeting of the Board. Actions taken during such special meetings shall be limited to those pertaining to issues cited in the meeting notice.

Section 3.7 Notice of Meetings.

(a) **Requirements.** Notice of each meeting of the Foundation Board stating the date, time and place of the meeting shall be given to each director at such director's business or residential address at least five (5) days prior thereto by the mailing of written notice by first class, certified or registered mail, or by express mail. Notice may also be given at least forty-eight (48) hours prior to the meeting by personal delivery of written notice transmitted by facsimile, electronic mail, electronic transmission or any other form of wire or wireless communication (and the method of notice need not be the same as to each director). If mailed, such notice shall be deemed to be given when deposited in the United States mail, with postage thereon prepaid. If transmitted by facsimile, electronic transmission or other form of wire or wireless communication, notice shall be deemed to

be given when the transmission is complete.

(b) Waiver of Notice. A director may waive notice of any meeting before or after the time and date of the meeting stated in the notice. Except as otherwise provided in this Section 3.7(c), the waiver shall be in writing and signed by the director entitled to the notice. Such waiver shall be delivered to the Foundation for filing with the corporate records, but such delivery and filing shall not be conditions of the effectiveness of the waiver. A director's attendance at or participation in a meeting waives any required notice to that director of the meeting except where a member of the Foundation Board attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 3.8 Deemed Assent. A director of the Foundation who is present at a meeting of the Foundation Board when corporate action is taken is deemed to have assented to all action taken at the meeting unless (i) the director objects at the beginning of the meeting, or promptly upon the director's arrival, to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken at the meeting; or (ii) the director contemporaneously requests the director's dissent or abstention as to any specific action taken be entered in the minutes of the meeting; or (iii) the director causes written notice of the director's dissent or abstention as to any specific action to be received by the presiding officer of the meeting before the adjournment thereof or by the corporation promptly after the adjournment of the meeting. Such right of dissension or abstention is not available to a director who votes in favor of the action taken.

Section 3.9 Quorum and Voting. The presence of a majority of the voting directors in office immediately before a meeting begins shall constitute a quorum for the transaction of business at any meeting of the Foundation Board, and the vote of a majority of the directors present in person at a meeting at which a quorum is present shall be the act of the Foundation Board,, unless otherwise required by the Act, the Articles of Incorporation or these Bylaws. If less than a quorum is present at a meeting, a majority of the directors present may adjourn the meeting until a quorum shall be present.

Section 3.10 Voting by Proxy. No director may vote or act by proxy at any meeting of the Foundation Board.

Section 3.11 Compensation. Directors shall not receive compensation for their services. However, the reasonable expenses of directors in attendance at Foundation Board meetings may be paid or reimbursed by the Foundation. Directors shall not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the Foundation or the Member in any other capacity.

Section 3.14 Meetings by Electronic Communications. Members of the Foundation Board or any committee thereof may participate in a regular or special meeting by, or conduct the meeting through, the use of telephone or similar communications equipment by which all directors participating may hear each other during the meeting. A director participating in a meeting by this means is deemed to be present at the meeting.

Section 3.15 Action Without a Meeting.

(a) Action without a meeting may be taken by the Foundation Board if notice as described herein (the "Notice") is transmitted to each director, and each director by the time stated in the Notice either votes in writing for such action, abstains in writing from voting, or fails to respond or vote, or fails to demand in writing that action not be taken without a meeting.

(b) The Notice shall be in writing and shall state the action or actions to be taken, the time by which the director must respond, and that the director's failure to respond by the time stated in the Notice will have the same effect as if, prior to the time stated in the Notice, the director had abstained in writing and failed to demand in writing that action not be taken without a meeting, and any other matters the Corporation determines to include.

(c) Action is taken under subsection (a) only if at the end of the time stated in the

Notice: (i) the affirmative votes in writing for such action equal or exceed the minimum number of votes that would be necessary to take such action at a meeting at which all of the directors then in office were present and voted, and (ii) no director has delivered to the corporation a written demand (other than a demand that has been revoked pursuant to subsection (e)) that such action not be taken without a meeting. Unless the Notice specifies a different effective date, action taken pursuant to this section is effective at the end of the time stated in the Notice.

(d) A director's right to demand that action not be taken without a meeting is waived unless the director delivers such a demand in writing to the Foundation prior to the time stated in the Notice and does not revoke such demand pursuant to subsection (e).

(e) Any director who in writing has voted, abstained, or demanded that action not be taken without a meeting pursuant to this section may revoke such vote, abstention, or demand by delivering a writing to that effect to the Foundation prior to the time stated in the Notice.

(f) All communications transmitted pursuant to this section may be transmitted or received by mail or by electronically transmitted facsimile, e-mail, or other form of wire or wireless communication. For purposes of this section, communications to the corporation are not effective until received. Any communication which fails to comply with this subsection shall be deemed to be a failure to respond.

(g) Action taken pursuant to this section has the same effect as action taken at a meeting of directors or committee and may be described as such in any document.

(h) All writings necessary for any action taken pursuant to this section shall be filed with the minutes of the subsequent meeting of the Foundation Board.

(i) In addition to the foregoing, any action required or permitted to be taken at a meeting of the board of directors or any committee thereof may be taken without a meeting in any other manner permitted by the Act.

ARTICLE IV BOARD COMMITTEES

Section 4.1 Committees. The Board may by resolution may designate and appoint committees, councils or task forces ("Board Committees") as it deems appropriate in carrying out its purpose and functions. Such committees shall consist of two (2) or more directors. The resolution establishing such Board Committee shall state its purpose, composition, guidelines, timeline and authority, except that, if any such committee has one (1) or more members thereof who are entitled to vote on committee matters and who are not then also directors, such committee may not exercise any power or authority reserved to the Foundation Board by the Act, the Articles of Incorporation or these Bylaws. No Board Committee shall have the authority to: (a) amend, alter or repeal these Bylaws; (b) elect, appoint or remove any member of any other committee or any director, elected officer or employee of the Foundation; (c) amend the Articles of Incorporation; (d) adopt a plan of merger or consolidation with another corporation; (e) authorize the sale, lease or exchange of any substantial property and assets of the Foundation not in the ordinary course of business; (f) approve a merger or plan of dissolution of the Foundation; (g) adopt a plan for the distribution of the assets of the Foundation; or (h) amend, alter or repeal any resolution of the Foundation Board. The delegation of authority to any committee shall not operate to relieve the Foundation Board or any member of the Board from any responsibility or standard of conduct imposed by law or these bylaws.

Section 4.2 Rules and Procedures. Rules governing procedures for meetings of any committee shall be the same as those set forth in these Bylaws or the Act for the Foundation Board unless the Board determines otherwise. Each Board Committee may adopt rules for its own activity not inconsistent with these Bylaws, the Board's resolution establishing such committee, or the expectations set forth in the Board's governing policies.

ARTICLE V OFFICERS

Section 5.1 Designation and Qualifications. The elected officers of the Foundation shall be a Board Chair, a Vice-Chair, a Treasurer and a Secretary. The individual who shall serve as Board Chair shall be designated by the board of directors of the Member, which designation will be transmitted in writing (which may be by e-mail) to the Foundation Board. The Vice-Chair, Treasurer and Secretary shall be elected by the Board from among its members. In addition, the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) of the Member shall, for so long as they hold such respective office with the Member, also serve as the Foundation's Chief Executive Officer and Chief Financial Officer. The CEO may also appoint, designate or authorize such other officers and agents, including, but not limited to, a chief development officer. One person may hold more than one office at a time. All officers must be natural persons who are eighteen (18) years of age or older.

Section 5.2 Election and Term of Office. Starting in 2021, the Board Chair will be elected to a single term of four (4) years (to serve concurrently with the term of the Board Chair of the Member), and the Vice-Chair Treasurer and Secretary will serve up to two consecutive two-year terms. The Board shall elect or appoint such other elected officers at the annual meeting of the Board immediately preceding the expiration of an elected officer's term. If the annual election and appointment of the elected officers shall not be held at or in conjunction with such meeting, such election or appointment shall be held as soon as convenient thereafter. Elected officers' terms shall expire at the end of a calendar year, however they shall hold office until such officer's successor shall have been duly elected or appointed and shall have qualified, or until such officer's earlier death, resignation or removal.

Section 5.3 Compensation. The elected officers of the Foundation shall not receive any compensation from the Foundation. Officers may, however, be paid salary and receive other benefits from the Member in connection with their service to both the Member and the Foundation.

Section 5.4 Removal or Resignation of Officers

(a) The Foundation Board may not remove the Chief Executive Officer, Chief Financial Officer, or any other officer that is an employee of the Member. Removal of such the Chief Executive Officer shall be at the discretion of the Member, and removal of the Chief Financial Officer or any other officer that is an employee of the Member shall be at the discretion of the Chief Executive Officer.

(b) Elected officers may be removed from the elected officer position, with or without cause, by a majority vote of all of the remaining voting directors at any regular or special meeting of the Foundation Board, or by the Member. Removal from elected office does not constitute removal from the Board. An elected officer may resign at any time, subject to any rights or obligations under any existing contracts between the officer and the Foundation, by giving written notice to the Board Chair, or to the Chief Executive Officer if the resigning officer is the Board Chair. Such officer's resignation shall take effect upon receipt by the Foundation unless the notice specifies a later effective date and the acceptance of such resignation shall not be necessary to make it effective. Any officer or agent shall be deemed to have resigned in the event of such officer's or agent's incapacity as determined by a court of competent jurisdiction.

(c) Election, appointment or designation of an officer or agent shall not itself create contract rights.

Section 5.5 Vacancies. A vacancy occurring in any Board-elected officer position, for whatever reason, shall be filled by majority vote of the remaining directors. Any officer so elected shall fulfill the term of his/her predecessor. Such term shall not be counted towards the

limitation of officer's tenure in Article IV, Section 3, above. A vacancy in the office of Board Chair however occurring, may be filled by the Member for the unexpired portion of the term. A vacancy in the office of the Chief Executive Officer shall remain vacant until such time as the Member fills the related office of the Member. A vacancy in the office of the Chief Financial Officer shall remain vacant until such time as the Chief Executive Officer fills the related office of the Member. If a resignation is made effective at a later date, the Board may permit the officer to remain in office until the effective date and may fill the pending vacancy before the effective date with the provision that the successor does not take office until the effective date, or the Board may remove the officer at any time before the effective date and may fill the resulting vacancy.

Section 5.6 Authority and Duties of Officers. The officers of the Foundation shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law.

(a) Board Chair. The Board Chair shall (i) preside at all meetings of the Foundation Board; (ii) see to it that the Board fulfills its duties as prescribed by law, the Articles of Incorporation, these Bylaws, and the Board's governing policies then in effect; (iii) be the official spokesperson of the Foundation Board and (iv) perform such other duties as the Board may from time to time prescribe.

(b) Vice-Chair. The Board Vice-Chair shall perform the duties of the Board Chair in the event of the Board Chair's absence, disability or refusal to act, and such other duties as may be assigned by the Foundation Board.

(c) Treasurer. The Treasurer shall: (a) advise the Board on matters of fiscal policy; and (b) serve as the chairperson of the Board's Audit/Investment Committee, which shall assure that the accounting and financial management functions of the Foundation are in adherence with the Board's governing policies related to financial practices and investments.

(d) Secretary. The Secretary shall (i) keep or cause to be kept the minutes of the proceedings of the Foundation Board and any committees of the Board; (ii) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (iii) ensure that the Foundation's governing documents are maintained and updated to reflect revisions duly made; (iv) keep or cause to be kept at the Foundation's registered office or principal place of business within or outside Colorado a record containing the names and addresses of all directors; and (v) perform such other duties as the Board may from time to time prescribe.

(e) Chief Executive Officer. Pursuant to a Memorandum of Understanding between the Foundation and the Member, the Chief Executive Officer (CEO) shall perform such duties as from time to time may be assigned to the CEO by the Foundation Board and the Member.

(f) Chief Financial Officer. The Chief Financial Officer shall (i) have the care and custody of all of the Foundation's funds, securities, evidences of indebtedness and other personal property; (ii) receive and give receipts and acquittances for moneys paid in on account of the Foundation, and pay out of the funds on hand all bills, payrolls and other just debts of the Foundation of whatever nature upon maturity; (iii) create, implement and monitor a set of fiscal and budgetary procedures that are designed to protect the financial health of the Foundation while fulfilling corporate strategy; (iv) in the absence of a separate controller, serve as the chief accounting officer of the Foundation, and as such prescribe and maintain the methods and systems of accounting to be followed, keep complete books and records of account, prepare and file all local, state and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the CEO and to the Foundation Board statements of account showing the financial position of the Foundation and the results of its operations; (v) monitor compliance with all requirements imposed on the corporation as a tax-exempt organization described in section 501(c)(3) of the Internal Revenue Code; and (vii) perform all other duties

incident to the office of chief financial officer and such other duties as from time to time may be assigned to the Chief Financial Officer by the CEO.

ARTICLE VI STAFFING MATTERS

Section 6.1 Staffing. The staff services required by the Foundation may be provided by the staff of the Member under the direction of the CEO.

Section 6.2 Allocation of Expenses. Pursuant to a Memorandum of Understanding between the Foundation and the Member, the Foundation shall pay to the Member a fee for expenses incurred as a result of use by the Foundation of the Member's facilities, equipment, supplies and other tangible or intangible property or assets, as well as an allocation of compensation and benefits for officer and staff services provided by the Member to the Foundation.

ARTICLE VII TRUSTEES COUNCIL

Section 7.1 Trustees Council. The Foundation shall be supported by a Trustees Council. Members of the Trustees Council shall not, as such, have any of the duties or liabilities of a director under law and shall not in any respect be considered directors of the Foundation.

(a) Composition. The Trustees Council shall be comprised of individuals or entities that have provided, or agreed to provide, substantial and sustained financial support to the Foundation and/or the Member. Any changes to the required contribution levels and corresponding donor recognition shall be as determined from time to time by the CEO and the Foundation Board.

(b) Meetings. The Foundation shall hold an annual meeting for the Trustees Council to enable its members to participate in briefing sessions (held either in person or by via teleconference in the discretion of the Member) with select members of the Member's Board of Directors and/or senior staff as determined by the Member. As applicable based on the expiration of the term of the Trustees Council representative on the Foundation Board, the Trustees Council will elect a successor representative at the annual meeting.

Section 7.2. Procedures. The Trustees Council shall follow such procedures as the Foundation Board may from time to time determine with respect to their roles as members of the Trustees Council.

ARTICLE VIII FIDUCIARY MATTERS

Section 8.1 Indemnification.

(a) Scope of Indemnification. The Foundation shall indemnify each director, officer, employee and volunteer of the Foundation to the fullest extent permissible under the laws of the State of Colorado, and may in its discretion purchase insurance insuring its obligations hereunder or otherwise protecting the persons intended to be protected by this Section 6.1. The Foundation shall have the right, but shall not be obligated, to indemnify any agent of the Foundation not otherwise covered by this Section 6.1 to the fullest extent permissible under the laws of the State of Colorado.

(b) Savings Clause; Limitation. If any provision of the Act or these bylaws dealing with indemnification shall be invalidated by any court on any ground, then the Foundation shall nevertheless indemnify each party otherwise entitled to indemnification hereunder to the

fullest extent permitted by law or any applicable provision of the Act or these Bylaws that shall not have been invalidated. Notwithstanding any other provision of these Bylaws, the Foundation shall neither indemnify any person nor purchase any insurance in any manner or to any extent that would jeopardize or be inconsistent with the qualification of the Foundation as an organization described in section 501(c)(3) of the Internal Revenue Code, or that would result in the imposition of any liability under either section 4941 or section 4958 of the Internal Revenue Code.

Section 8.2 Conflicts of Interest. If any member of the Foundation Board or any committee has a financial interest in any contract or transaction involving the Foundation or the Member, such individual shall not participate in the Board's evaluation or approval of such contract or transaction unless the material facts of the relationship or interest are disclosed or known to the other directors or other committee members. If such disclosure is made, the contracts or transaction shall not be voidable if the Board or Committee in good faith authorized the contracts or transaction by the affirmative vote of the majority of the disinterested directors or committee members and the contract or transaction is fair to the Foundation at the time it is authorized.

ARTICLE IX CERTAIN FINANCIAL MATTERS

Section 9.1 Foundation Role and Limitations. The role of the Foundation is to fundraise and support its Member. Unless expressly authorized and approved in advance and in writing by the Member, neither the Foundation nor any person acting on behalf of the Foundation shall (a) hire, retain or terminate any employees; or (b) accept any contribution, gift, grant, bequest or devise that is designated, restricted or conditioned by the donor.

Section 9.2 Fund. The Foundation will establish and manage funds for the benefit of the Member (the "Funds") in accordance with Generally Accepted Accounting Principles and governing policies of the Board then in-effect. Unless funds contributed to the Foundation are subject to an agreed-upon restriction, designation or limitation expressly authorized and approved in advance and in writing by the Member prior to the acceptance by the Foundation of such fund, all funds contributed to the Foundation are to be wholly-unrestricted (hereinafter, "Unrestricted Funds").

Section 9.3 Restricted Contributions. The Foundation may accept any Contribution that is expressly restricted or conditioned by the donor, provided that the restriction or condition is consistent with the Foundation's general tax-exempt purposes and provided that such Contribution and its restrictions or conditions are deemed acceptable to the Member prior to the acceptance of such Contribution. "Donor restricted" Contributions will be accepted for special funds, purposes or uses, and such restrictions and conditions will be honored (provided that any expenditure or distribution of such Contribution shall further the Foundation's tax-exempt purposes.)

Section 9.4 Investments. The Foundation shall have full power to invest and reinvest all property held in the Funds in such manner as the Foundation shall in its discretion determine. The Foundation may hold reasonable sums in cash for any period of time and may invest in properties of every kind and description, real or personal, tangible or intangible, without limitation; provided, however, that in making Funds investments, the Foundation shall exercise the judgment and care, under the circumstances then prevailing, that persons of prudence, discretion and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital. The Foundation shall not be responsible for any loss or reduction in value with respect to any assets held in the Fund unless such loss or reduction in the value is due to the intentional misconduct or gross negligence of the Foundation or its employees or agents. The Foundation may, in its discretion, engage investment advisors, custodians of securities, investment or property managers, appraisers, accountants, attorneys and other agents and advisors, and delegate to them such powers or authority as the Foundation may determine, all as may be reasonably required for the Foundation to carry out its duties and responsibilities with respect to the Funds, and the

Foundation may pay the reasonable fees and expenses of all such agents or advisors as direct expenses of the Funds.

Section 9.5 Distributions.

(a) All donations and gifts to the Foundation from and after the effective date of these Bylaws will be administered and distributed as set forth below.

(b) All amounts distributed pursuant to this Section 9.4 shall be distributed to the Member, or as the Member may direct in writing from time to time, for expenditure in a manner consistent with the Member's exempt purposes.

(c) Notwithstanding any provision of this Section 9.4 to the contrary, (1) the Funds shall at all times be held and administered in accordance with the provisions of the Internal Revenue Code as well as the Foundation's Articles of Incorporation and Bylaws as they now exist or may be hereafter amended and (2) all distributions will be subject to, and shall comply with, any applicable donor restrictions.

Section 9.7 Records, Reports and Audits. The Foundation shall maintain reasonable books, records and accounts of the Fund, and all such books, records and accounts shall be open to inspection, upon reasonable notice, by the Member and its authorized representatives, at the principal office of the Foundation during normal business hours. After the close of each fiscal year of the Foundation, financial transactions of the Foundation for the preceding fiscal year shall be audited by certified public accountants as selected by the board of directors, and a report of the audit shall be received by the Foundation Board within ninety (90) days following the close of the fiscal year. The Foundation shall prepare and distribute to the Member at least annually, a written financial report covering the funds held subject to these Bylaws, showing the assets then held by the Funds and all receipts, expenses and distributions during the period covered by the report. The Funds will be included in the annual information returns filed by the Foundation and in the audited financial reports prepared by the Foundation. The Foundation shall not be obligated to obtain a separate audited financial report for the Funds.

ARTICLE X
MISCELLANEOUS

Section 10.1 Fiscal Year. The fiscal year of the Foundation shall be the calendar year.

Section 10.2 Conveyances and Encumbrances. Property of the Foundation may be assigned, conveyed or encumbered by such officers of the Foundation as may be authorized to do so by the Foundation Board, and such authorized persons shall have power to execute and deliver any and all instruments of assignment, conveyance and encumbrance; however, the sale, exchange, lease or other disposition of all or substantially all of the property and assets of the Foundation shall be authorized only in the manner prescribed by applicable statute.

Section 10.3 Execution of Instruments: All corporate instruments and documents shall be signed or countersigned, executed, verified or acknowledged by such officer or officers or other person or persons as the Foundation Board may designate in its governing policies.

Section 10.4 Principles of Construction. Words in any gender shall be deemed to include the other gender; the singular shall be deemed to include the plural and vice versa; the words "pay" and "distribute" shall also mean assign, convey and deliver; and the table of contents, headings and underlined paragraph titles are for guidance only and shall have no significance in the interpretation of these bylaws.

Section 10.5 Severability. The invalidity of any provision of these bylaws shall not affect the other provisions hereof, and in such event these bylaws shall be construed in all respects as if such invalid provision were omitted.

Section 10.6 Directors, Officers and Trustees Not Deemed to Be "Trustees". None of the directors, officers or members of the Trustees Council of the Foundation, regardless of title, shall be deemed to be a "trustee" within the meaning given that term by trust law with respect to the Foundation or with respect to any property held or administered by the Foundation, including, without limitation, property that may be subject to restrictions imposed by the donor or transferor of such property.

Section 10.7. Books and Records. The Foundation, at its offices, shall keep current and complete books of its financial accounts, and shall also keep minutes of the proceedings of its board of directors and committees, and shall keep a record of the names and addresses of all board members. All books and records of the Foundation may be inspected by any director, or the agent or attorney of any director, for any proper purpose at any reasonable time. Without limiting the foregoing, the Foundation shall comply with all applicable requirements related to corporate records in the Act.

ARTICLE XI AMENDMENT OF BYLAWS

These Bylaws may be amended, altered or repealed, and new or revised Bylaws may be approved only upon a two-thirds majority vote of the directors present at any duly constituted meeting of the Foundation Board, provided that written notice of the proposed changes is distributed to all directors at least five days before the meeting at which such proposed action is to take place, and that no such amendment shall be adopted or become effective unless and until it has subsequently been approved by the Member's board of directors.

(END)

(NEXT PAGE)

USA SWIMMING FOUNDATION, INC. BYLAWS CERTIFICATE

The undersigned certifies that s/he is the Secretary of USA Swimming Foundation, Inc., a Colorado nonprofit corporation, and that, as such, the undersigned is authorized to execute this certificate on behalf of said corporation, and further certifies that attached hereto is a complete and correct copy of the presently effective Bylaws of said corporation.

Dated: This ____ day of _____, 2019.

_____, Secretary



USA Swimming Foundation Nominating Committee

Proposed Nominees* for Election to the Foundation Board

(CONFIDENTIAL)

**Pending Approval by the Foundation Board on November 22, and*

Approval by the USA Swimming Board on November 23



Text below excerpted from Nominee's applications:

1. Anne Berry, Associate Director, State Government Affairs, Novo Nordisk Pharmaceuticals

"Swimming didn't "start" for me until I was 15, when I joined a neighborhood swim team and then it was all I could think about. I swam in summer league, on a club team, in college (thanks Title IX!) and currently with a Masters team. I have seen the "arc" of a swimming life and it has made me who I am. I am never happier than when I am in the water and have become obsessed with knowing everything I can about swimming. Not just about "how" to swim but also swimming's cultural impact and history-from the days of Benjamin Franklin's paddles and Lord Byron swimming the Hellespont; from Annette Kellerman's scandalous swimsuit and Esther Williams' Hollywood blockbusters, I love it all... I wrote my Masters thesis on the growth of a swimming pool culture in the United States between 1910-1950 where I learned the importance of public policy in supporting the acceptance and availability of swimming in our country... For several years I have been advocating with the City to find a way for these children to get access to lessons and have run into a brick wall. It shouldn't be this hard to provide children with such an important lifesaving tool. I believe that the USA Swimming Foundation mission of Saving Lives through learning to swim is crucial and can make a huge impact to the lives of children, including within my own community."

2. Jill Bornstein, Co-Founder and CFO, Inspiring Comfort (Member of Trustees Council)

"I have been serving as a volunteer to better the experience of swimmers since 2009. I was a leader in my local Club, Ridgefield Aquatic Club for 7 years taking on the role of President, Treasurer and Fundraising Chair. I was a stroke and turn official and then advanced to a start official in the CT LSC... I have been committed to the sport because I saw that opportunity for many different kinds of athletes see success in the pool – whether it be at a local level or national level – given the right club environment... I strongly believe in the mission of the Foundation Board. Building champions starts with the littlest of kids right through our Olympians – in order for champions to develop there must be a solid backing behind the sport. The Foundation needs to continue to play that role. I think there is an opportunity to have the local swim clubs feel more connected and understand what supporting role the USA Swimming Foundation can serve and I would like to help further that so we can broaden the support of the Foundation.

3. Cynthia Eubanks, Executive Director, Sigma Gamma Rho

As the current Executive Director for Sigma Gamma Rho, in addition to being an experienced higher education administrator serving at mostly minority serving institutions, my desire to advocate, endorse and elevate young people to explore the value in swimming and how it can enhance their lives... Ultimately, the development of my current relationships and contact base within higher education, coupled with the sorority's involvement, offers the opportunity to connect USA Swimming Foundation, the US National Team, and initiatives such as Make a Splash and SWIM 1922, to increase interest and deepen the input of swimming within minority and low income communities.

4. Jordan Kaplan, Chief Development Officer, Barack Obama Foundation

"I started swimming when I was 6...because my older brothers were doing it so my mother dragged me along. 14 years later, in 2000 after serving as co-captain of the Connecticut College Swim Team for my Junior and Senior year, I retired. I swam (rarely) over the next 16 years but that changed when our second child was born six years ago... Swimming changed my life when I was six and helped me refocus at 35.... I recently turned 40 and have been thinking about what (if any) difference I can make in the world. As I stated above, swimming can change people lives. First and foremost, it can literally save you. Second, all of the attributes that go along with swimming; perseverance, discipline, focus, strength and teamwork are things that children should learn and for me, swimming was that way. I also am fortunate that in my career, I have met a lot of people with means. I think one of my strengths is that I can go to people and ask them for money. I want to do this for an organization that I care about and that is apolitical.

5. Teresa Lee, Member of Trustees Council

"My personal commitment to swimming and the Saving Lives and Building Champions mission began with my husband Simon and our children... With swimming as their passion, we as a family feel very strongly about supporting swim lessons as well as the USA National Team. Both are equally important, but all swimmers begin with a seed planted early on... I have been a member of the Trustees Council since 2016, and I feel that the USA Swimming Foundation, under the leadership of Tim Hinchey, is now in position to step up and reassert itself as the premier organization supporting not only the National Team, but ALL swimmers. We as an organization need to be transparent, supportive, and transformative as we move forward."

Trustees Council Representative (Ex-Officio): Alex Blavatnik

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.0: General Management Constraint**
DA: November 13, 2019

We hereby present the monitoring report on Management Parameters policy 3.0 “General Management Constraint” per the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended October 31, 2019.

Signed , President & CEO , Secretary & General Counsel

Policy 3.0: The CEO will not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, in violation of commonly accepted business and professional ethics and practices, or inconsistent with the USOC’s Bylaws or USA Swimming’s Rules and Regulations.

CEO’s INTERPRETATION: *(Italicized portion changed since report)*

I interpret “*practice, activity, decision or organizational circumstance*” to mean and include all operational activities, methods and decisions under the authority delegated to the CEO (i.e. other than those retained by the Board and/or delegated by the Board to its officers and committees).

The “*unlawful*” provision is interpreted to require organizational compliance all with jurisdictional (i.e. local, state and federal) laws governing the NGB, inclusive of the *Ted Stevens Olympic and Amateur Sports Act*. “*...Inconsistent with the USOC’s Bylaws or USA Swimming’s Rules and Regulations*” is similarly seen as a straightforward expectation.

I interpret “commonly accepted business and professional ethics and practices” to be those that are normative for a high-profile national entity. However, as USA Swimming strives for “Best in Class” recognition, we strive for best management practices and excellence in our field.

As to the Board’s expectations regarding prudence *in organizational processes*, these are comprehensively addressed in the subsequent *Management Parameters* policy titles, *each of which are interpreted and reported on according the Board’s monitoring schedule, or if/as exceptions (situations of non-compliance) arise*. If a decision/action arises about which there is not clear Board policy guidance, I interpret *-this “prudence” provision* to mean the Board’s *judgment* would be whether it was consistent with what a reasonably prudent executive would do in similar circumstances.

REPORT:

Per my interpretation above, we address the Board’s expectations about prudent, ethical and professional business practices in the specific monitoring reports provided to and judged by the Board on each of the other Management Parameters policies. I am therefore focusing this report on the policy provision proscribing against actions or situations that are unlawful or inconsistent with the USOC’s Bylaws or USA Swimming’s Rules and Regulations. In addition to my duty as CEO to inform the Board of any actual or anticipated non-compliance with any of its governing policies, our Employee Handbook conveys to employees (per the Treatment of Staff policy) the expectation that they convey, with no fear of retaliation, good faith concerns regarding organizational situations that are unlawful.

There have been no allegations or charges pertaining to organizational noncompliance with any statutes. However, USA Swimming currently is a defendant in three lawsuits involving alleged sexual abuse of a minor that assert the organization was negligent, and we are actively defending those suits, as well as other smaller personal injury claims. In addition, the auditor verifies with legal counsel the status of any active or known to be pending material litigation, of which, with exception of child sexual abuse issues noted above, there has been none in this reporting period.

With respect to the USOPC Bylaws, the USOPC recently completed its annual Compliance Checklist audit to gauge USA Swimming's compliance with USOPC Bylaws and the Amateur Sports Act. Notably, USA Swimming was found completely compliant in the area of Due Process and Athlete Representation (where prior deficiencies regarding athlete representation were identified last year); however, USA Swimming was found deficient with respect to providing adequate notice of the USADA Protocol to all relevant individuals. USA Swimming has taken immediate steps to rectify the deficiency, including by updating the Doping Control section of the Rulebook and the applicable language in its Waiver & Release, and we will submit legislation to the House of Delegates to update Article 303.3 in September.

Finally, I am unaware of any circumstances in which we have acted inconsistent with USA Swimming Rules & Regulations.


In summary, there have been no indications of unethical or unlawful behaviors or conduct in the staff/business organization in this reporting period. We base this on extensive dialogue with our staff, review of feedback and concerns expressed by members and other stakeholders.

Because we are not currently fully compliant with USOPC Bylaws in the area of anti-doping notification, I am reporting **Partial Compliance**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.1: Treatment of Members/Customers**
DA: November 13, 2019

I hereby present the monitoring report on Management Parameters policy 3.1 “Treatment of Members/Customers” per the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended October 31, 2019.

Signed , President & CEO

Broadest Policy Provision:

With respect to interactions with members/customers, the CEO will not cause or allow conditions or procedures which are unfair, unsafe, untimely, unresponsive, undignified or which fail to provide appropriate confidentiality.

CEO’s Interpretation: (No change since last report)

Members include athlete, coaches, officials and others who have joined USA Swimming. I interpret “customers” to mean all others who transact with us, including those who apply for membership, purchase or inquire about resources and services we make available, or attend our events, and sponsors, etc.

I submit that the Board has comprehensively interpreted this policy’s provisions regarding “*confidentiality*” by addressing privacy issues in Policy Provision #1, which is interpreted and reported on below.

“*Unfair*” conditions would be those that would treat members or customers inequitably or with inconsistency in our provision of services, thus favoring some members over others.

“*Undignified*” conditions would be those that would cause embarrassment or are generally inconsistent with a culture of providing a friendly and respectful member/customer experience.

Regarding “*untimely*” and “*unresponsive*,” certain aspects are addressed in Policy Provision #3 below. In addition, I interpret this as meaning that programs, activities and meetings produced by USA Swimming are to be provided as scheduled, and inquiries, applications, registrations, etc. are to be addressed and/or responded to within commonly accepted timeframes (e.g. 1-2 business days for telephone messages and email inquiries).

Finally, “*unsafe*” conditions are those that would risk abuse or jeopardy to the physical safety of members or customers at our offices or while participating in USA Swimming-sponsored events and functions.

REPORT:

Complaints of disrespectful or undignified treatment of members by staff are infrequent.

In the past year, we’ve received some complaints about the new policy implemented that requires more rigorous justification for USA-S payments for committee travel. As has been discussed with the Board, allowances for this are provided on a case-by-case basis, with the expectation of prudent use of resources justified by how they help achieve our Ends.

When organizing events, safety is always an utmost concern—both for athletes and volunteers/attendees. To date, there have been 1414 reports of occurrence filed in connection with all practices and meets for our ~375,000 members and additional event spectators. Excluding major events caused by underlying medical conditions, none of the injuries were catastrophic.

As to athlete safety/abuse, we have and will continue to evaluate and implement ways to make participating in the sport safer. Most significant this year has been the changes to our Rules and Regulations to reflect MAPPP. Our continued commitment to address athlete abuse has resulted in 12 individuals being banned in the past year, with the total list now being 181.

While USA Swimming has for many years been at the forefront of addressing the issue of athlete abuse, we can never be complacent. While USA Swimming Member clubs are now (as of June 23, 2019) required to implement MAPPP in full, we must aggressively expand, if not require, participation in the Safe Sport Recognized Club Program. Such an effort will be consequential on many fronts, and we will be bringing forth options and implications for the Board's consideration in the coming months.

Due to the fair, dignified, timely and responsive conduct of our staff, and in light of the aggressive steps taken to mitigate safety concerns, **I report compliance.**

POLICY PROVISION #1: The CEO will not collect, review, transmit, store or destroy member/customer data without protecting against improper access to that information.

CEO's Interpretation: (No change since last report)

Information/data collected from members and customers must be available only to appropriate staff as needed, and are to be stored, shared and, when appropriate, destroyed, in a manner that ensures that documents/data are not accessed by or circulated to any parties other than those with relevant staff duties.

As to storing or destroying data, this is addressed/reported on in the context of all data/files/IP management issues in our Asset Protection policy (3.5) reporting.

REPORT:

Leading into an Olympic year, we are seeing increased efforts made by unauthorized users to access our network. As a result, we have taken additional security precautions to protect against improper access, including implementing more stringent password requirements, blocking known suspicious IPs at the firewalls and through VPN, and periodic communication to staff regarding red flags to look for and how to respond to suspicious activity. Next steps include implementing multifactor authentication for Office 365 and SWIMS and installing new firewalls.

As more fully described last year, with respect to commercial transactions, USA Swimming still does not store or process any cardholder data—electronic or otherwise—nor do we transmit cardholder data electronically through our servers or network. Additionally, we do an annual security self-assessment to ensure that we are in compliance with the Payment Card Industry Data Security Standards (PCI DSS) for secure credit card processing.

We continue to review and enhance our policies and practices to prevent against improper access to member/customer data; therefore, **I report compliance.**

POLICY PROVISION #2: The CEO will not operate without clearly conveying to members/customers what may be expected from the USA Swimming programs and services offered.

CEO's Interpretation: (No change since last report)

It is our responsibility to ensure that we convey to members and customers an accurate portrayal of programs, products and services we provide, including relevant schedules and timeframes, and provide clear responses to any questions asked about such programs. Quite simply, by ensuring that member/customer expectations of the quality and types of services we provide are accurate, we can best meet and exceed them, in turn fostering high member/customer satisfaction.

REPORT:

All program brochures, registration forms, website pages, etc., accurately describe program content, expected outcomes, dates, times, fees and/or any special conditions that may be applicable. In the past year, there have been no member complaints about misrepresentation of any of our products, services or programs.

I believe that, as reasonably interpreted, **we are in compliance with this policy.**

POLICY PROVISION #3: The CEO will not, pertaining to members, operate without conveying applicable USA Swimming Code of Conduct expectations of members, including but not limited to it being the policy of USA Swimming that its members, including athletes, coaches, officials and volunteers, have the right to participate and compete in an environment that is safe and free from sexual abuse and harassment.

CEO's Interpretation: (No change since last report)

Upon becoming a non-athlete member, and as part of successful completion of a criminal background check, all non-athlete members certify that they have received and commit to abide by the Code of Conduct. (Note: With a few exceptions, the Code of Conduct generally applies to those in positions of power (i.e., non-athlete members), whereas member club codes of conduct or the National Team Honor Code are more applicable to athlete conduct).

REPORT:

Agreeing to abide by the Code of Conduct is a required field in the membership application process, assuring that we have conveyed the expectation to all members. As referenced above, members who are required to complete a criminal background check also must attest to reviewing and agreeing to the Code of Conduct as part of that process. It is also included in the USA Swimming Rulebook, a copy of which is mailed out to all non-athlete members and each member club. Nonetheless, it is our responsibility to continue to seek new methods of communicating the Code of Conduct to members at all levels

While these substantiate that we have conveyed these expectations to members, they do not guarantee that the rules are followed. Our commitment to athlete protection is at the forefront of how we operate, and we will continue to train, educate and promote creating safe environments to participate that are free from sexual abuse and harassment.

I report compliance.

POLICY PROVISION #4: The CEO will not operate without enforcing the USA Swimming Code of Conduct.

CEO's Interpretation: (No change since last report)

It is our obligation to ensure systems are in place that foster identification of violations of the Code of Conduct, and that they are effectively and efficiently adjudicated.


REPORT: Over the past year, the overwhelming majority of alleged Code of Conduct violations involved the U.S. Center for SafeSport's Code, which are enforced by the U.S. Center for SafeSport (the "Center"). USA Swimming has actively engaged with the Center to ensure that it is responding to such allegations in as effective manner as possible (with respect to timeliness, communication, etc.). All other Code of Conduct violations have been addressed by the National Board of Review or Zone Board of Review, consistent with USA Swimming's rules. In the past year, there was only one National Board of Review case, which resulted from financial misappropriation at a club; however, following the elimination of the Zone Boards of Review at Convention this year, we expect that caseload to increase.


As such, **I report compliance.**

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
Eric Skufca, Chief Financial Officer
RE: Internal Report – Management Limitations
Quarterly Monitoring on **Policy 3.4: FINANCIAL CONDITION & ACTIVITIES**

We hereby present the monitoring report on the Policy 3.4 “Financial Condition and Activities” in accordance with the monitoring schedule set forth in Board policy. We certify that the information contained in this report and the accompanying Income Statement and Balance Sheet, are true for the quarterly period ending September 30, 2019.

Signed , President & CEO

, CFO

Date November 15, 2019

BROADEST POLICY PROVISION: *“With respect to financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.”*

CEO’s INTERPRETATION: (No change since previous report) I submit that the Board’s concerns about avoiding fiscal jeopardy are comprehensively interpreted in this policy’s subsequent provisions. Regarding expenditures, I interpret “material deviation from Ends priorities” to mean avoidance of waste, such that all expenditures be viewed and can be correlated as investments towards the achievement of USA Swimming’s Ends.

REPORT: As to expenditures deviating from Ends policies, anticipated expenditures were itemized in our approved FY 2019 budget and are subject to review by the Board, using its monitoring system to ensure adherence to our Budget Policy (3.6). All expenditures/procurements during this reporting period have been authorized and determined to be consistent with the FY 2019 budget and Ends achievement.

We therefore report COMPLIANCE.

Interpretations and reporting data on the fiscal jeopardy provisions are presented with those provisions, below.

POLICY PROVISION #1: *“The CEO will not manage finances without adherence to applicable Generally Accepted Accounting Principles (GAAP), as promulgated by the Financial Accounting Standards Board (FASB).”*

CEO’s INTERPRETATION: (No change since previous report) I interpret this to be a clearly articulated standard, addressed to the best of our Chief Financial Officer’s ability throughout the year, with compliance verified at the conclusion of each fiscal year in the report of the independent auditor.

REPORT: The organization’s financial statements as of and for the year ended December 31, 2018 were audited and issued a clean opinion. The Chief Financial Officer continues to abide by GAAP.

We report COMPLIANCE.

POLICY PROVISION #2: *“The CEO will not expend more funds than have been projected to be received in the fiscal year, except up to the amount of any Board-approved operating deficit for such fiscal year.”*

CEO's INTERPRETATION: (No change since previous report) This policy requires that annual operating expenses be less than total projected revenues, with the exception being up to the amount of a deficit-spend that the Board may have approved for a given fiscal year.

REPORT: Year-to-date operating revenues were \$33,999,765 with corresponding expenses of \$30,229,478, for a year-to-date excess of \$3,770,287. Current forecast for fiscal year end is total operating revenue of \$38,183,772 and expenses of \$40,523,008, and we thus anticipate an operating deficit of (\$2,339,236), worse than the budget approved by this body in November 2018 by (\$102,136), or (4.6%). Thus far in 2019, the most substantial deviations from budget have been:

- Corporate and Consumer Revenue under budget by approximately (\$565,000) total (91% of goal),
- Write-off of an Olympic Games prep trip hotel contract of (\$294,000),
- Summer Nationals Event production (\$245,000),
- Insurance Premiums +\$234,000,
- Unbudgeted International Swim League (ISL) revenue contract of +\$225,000 (net expenses of approximately (\$25,000)),
- Operating Legal (\$210,000),
- Commercial Event Marketing (\$208,000),
- Commercial Flex Membership promotion +\$200,000 (able to reuse creative/campaigns), and
- Junior Team programs of +\$185,000.

We report NON-COMPLIANCE through the Q3 reporting period, but are continuing to actively analyze and strategize areas to meet and exceed the 2019 operating budget and the 2020 quad budget goal.

POLICY PROVISION #3: *"The CEO will not allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 30-day period."*

CEO's INTERPRETATION: (No change since previous report) This policy requires that we maintain liquid investments adequate to meet one month of operating expenses. I interpret these to include cash expenses only (not depreciation).

REPORT: Cash and cash equivalents were \$1,096,510 at September 30, 2019. Monthly operating expenses are approximately \$3,350,000. On July 30 and September 25, \$4,500,000 and \$2,500,000 respectively was drawn from our investment portfolio to meet short-term liquidity and capital project needs. It is not unusual to tap investments at the end of a membership cycle. However, the amount tapped was higher due to the operating loss and reserve spending in 2019 (primarily the office remodel construction costs, CRM project, and legal costs). In the normal membership cycle, cash inflow will be received on October 10, 2019 and thus liquidity will be in excess of the threshold required by this policy. Note on October 21 and November 4, \$2,500,000 and \$2,500,000 was deposited back in our investment accounts once deferred membership revenue funds were received from membership. We are projected to be back in compliance as of yearend.

We report NON-COMPLIANCE as of the September 30th quarter-end date due to the non-routine cash flow demands of the office remodel, CRM project, and legal costs. We anticipate compliance at yearend similar to previous years.

POLICY PROVISION #4: *"The CEO will not borrow funds (with exception of credit cards used for normal business purposes and paid in full each month.)"*

CEO's INTERPRETATION: (No change since previous report) CEO/Staff are not authorized to borrow funds or use corporate assets as security for any purchase contracts. Use of credit cards by staff is permitted, with each card paid in full on a monthly basis.

REPORT: Strategy Team members are not currently utilizing corporate credit cards, but approximately twelve other staff have corporate credit cards, with balances paid in full through the last statements. We have no other current debt.

We report COMPLIANCE.

POLICY PROVISION #5: *"The CEO will not use Board-designated Operating Reserve funds."*

CEO's INTERPRETATION: (No change since previous report) Accessing the Operating Reserve fund is purely at the discretion of, and requires explicit authorization by, the Board of Directors.

REPORT: The required Operating Reserve has been tapped \$30,000 in 2019 YTD for the Board approved Safe Sport contingency funds. The Board approved \$750,000 in 2018. \$719,564 was spent in 2018 and \$30,000 in 2019 for a total of \$749,564 that was used out of the Board-designated Reserve funds.

We report COMPLIANCE.

POLICY PROVISION #6: *"The CEO will not operate without settling payroll obligations and payables in a timely manner."*

CEO's INTERPRETATION: (No change since previous report) Payroll must meet its obligations every two weeks.. For other payables, I interpret "timely" to mean by the date stipulated in agreement with the vendor, or if not explicit, within thirty days of invoice (assuming provision of goods or services has been completed).

REPORT: Payroll has met the schedule as interpreted above. USA Swimming processes payables weekly. There were no invoices in dispute as of September, 2019 and all payables have been paid on time.

We report COMPLIANCE.

POLICY PROVISION #7: *"The CEO will not allow tax or other government-ordered payments or filings to be overdue or inaccurately filed."*

CEO's INTERPRETATION: (No change since previous report) All tax and governmentally required payments or filings (payroll, Form 990, 1099's, etc.) must be made in a timely and accurate manner.

REPORT: All withholding taxes and other such payroll payments and filings have been made within deadline by our payroll provider, ADP. Forms 1099/1096 were filed by January 31, 2019. Form 990 was under a filing extension to November 15, 2019 and was filed on time. There are no outstanding filings and there have been no late penalties.

We report COMPLIANCE.

POLICY PROVISION #8: *"The CEO will not execute a purchase commitment, check or electronic funds transfer for greater than \$250,000, unless such expenditure was explicitly itemized in budget monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable."*

CEO's INTERPRETATION: (No change since previous report) Any expenditure in excess of \$250,000 that was not disclosed as part of our budget plan must be approved by the Board.

REPORT: No such expenditures in excess of \$250,000 have been incurred that were not part of our approved budget plan thus far in this fiscal year.

We report COMPLIANCE.

POLICY PROVISION #9: *"The CEO will not acquire, encumber, lease or dispose of real property."*

CEO's INTERPRETATION: (No change since previous report) All decisions regarding the purchase, lease, sale or other claim of/on land, buildings, office or warehouse space are considered to be at the discretion of the Board.

REPORT: No decisions or changes with respect to real property were made during this reporting quarter outside of the Board approved office remodel. Associated with the remodel, Finance reviewed and analyzed all applicable fixed assets and appropriately updated our financial records and fixed asset balances to accurately reflect our assets that are still active and applicable given the remodel.

We report COMPLIANCE.

POLICY PROVISION #10: *"The CEO will not operate without aggressively pursuing material receivables after a reasonable grace period."*

CEO's INTERPRETATION: (*Italicized portion* changed since previous report) USA Swimming is not to be lackadaisical regarding collections. "Material" is interpreted to be receivables that, when collected, are of greater value than the cost of collection (including staff time), but generally anything over \$10,000.00 (*previously \$100,000.00*). "Aggressively" is interpreted to mean that we will seek legal counsel after a "grace period" of 60 days and reasonable collection efforts have been unsuccessful.

REPORT: Primary receivables are membership dues, sponsorship payments, event fees, etc. At quarter end, there were two sponsorship receivables and two non-sponsorship receivables that were over 60 days past due. The dollar total of these four receivables is \$256,300 (\$190,000 of which is from one sponsor who is routinely past due, but has always historically paid without legal intervention). We anticipate successful resolutions of these receivables without legal intervention.

We therefore report COMPLIANCE.

POLICY PROVISION #11: "The CEO will not operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets."

CEO's INTERPRETATION: (No change since previous report) Controls must be in place that ensure that all disbursements are appropriately authorized. Further, all payments (checks, credit card purchases, petty cash, etc.) and capitalized assets must have corresponding documentation sufficient to satisfy the auditor. I interpret fulfillment of this policy to be evidenced by written Policies and Procedures that the auditor considers when performing audit procedures. Complete implementation (or absence) of recommendations brought forth by the auditor in a Management Letter is further evidence of compliance.

REPORT: Controls in place are consistent with Board policy. The 2017 and 2018 fiscal audits were not accompanied by any Management Letter recommendations.

We therefore report COMPLIANCE.

#11A: "The CEO will not operate without clearly delineated procedures and limitations for reimbursement of authorized expenses incurred by board members and committee members, and others who are entitled to reimbursement from USA-S."

CEO's INTERPRETATION: (No change since previous report) Staff is to maintain, disseminate and ensure adherence to travel/expense reimbursement policies applicable to staff, Board members and other volunteers.

REPORT: All travel/expense reimbursement processes have been uniformly applied with minimal exceptions (e.g. a missing cab receipt) that are neither material nor regular.

We report COMPLIANCE.

#11B: "CEO credit card statements and/or expense reimbursements must be reviewed and authorized for payment by the Vice Chair-Fiscal Oversight. CEO credit card statements must be reviewed and approved within 30 days of payment."

CEO's INTERPRETATION: (No change since previous report) Documentation/receipts for CEO credit card statements and expense reports are to be provided electronically (Concur) to the Vice Chair – Fiscal Oversight for approval before payment.

REPORT: Vice Chair-Fiscal Oversight reviewed and approved all expense reimbursements submitted by the CEO during the third quarter 2019. As to credit card statements, the CEO does not currently utilize a corporate credit card.

We report COMPLIANCE.



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QUARTERLY INVESTMENT REVIEW

USA SWIMMING, INC.
&
USA SWIMMING FOUNDATION, Inc.

3rd Quarter 2019

- I. QUARTERLY ECONOMIC AND MARKET REVIEW**
- II. PORTFOLIO PERFORMANCE**
- III. FUNDS REVIEW**
- IV. OUTLOOK**



4Q19 Economic & Market Update

Points of Interest

- S&P 500 rises 1.7%, capping best start to a year since 1997.
- 2-10 yield curve inverts for first time since 2007.
- U.S. unemployment falls to 50 year low.
- The U.S. Federal Reserve cut rates twice, to support current economic expansion.
- U.S. ISM manufacturing data falls to its lowest level since 2009.
- U.S./China trade tensions continue to vacillate ahead of face-to-face talks.
- EU economic growth nearing stall speed.
- Brexit– New PM, same old problems.

Inside this Issue:

Overview.....2

- S&P 500 Chronology
- Economic Scorecard

Domestic Economic

Review.....3

International Economic

Review.....4

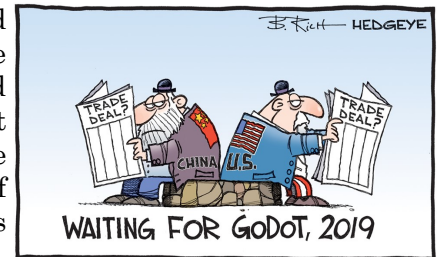
Equity Markets.....5

Fixed Income Markets...6

Disclosures.....7

Third Quarter Recap

As any experienced hiker knows, when you find yourself lost in the outdoors, uncertain as to the path forward, the first rule is to stay put and wait for help to arrive. In many respects that seemed to be the mindset of investors during the third quarter. Lost between the crosscurrents of ongoing trade tensions, mixed economic signals and ambiguous U.S. monetary policy, and unsure of how to proceed, investors hunkered down. That was reflected in financial markets, where equity returns were muted and fixed income yields fell as investors searched for both yield and safe haven assets.



For the past year-and-half *the* dominant issue facing markets has been trade. Third quarter was no exception, as investors grappled with a number of new developments. Despite all of the headlines, there was little evidence of progress. However, shortly after quarter end, the U.S. and China agreed “in principle” to a smaller deal that would see the U.S. delay tariff increases slated for October 15, while China would buy \$40-50B of U.S. agricultural goods over the next two years, give greater protection to intellectual property, and allow greater access to foreign financial companies. Given the lack of detail surrounding the deal, the fact that it is not expected to be finalized before November, and prior instances of near-deals failing to materialize, we remain guarded in our optimism.

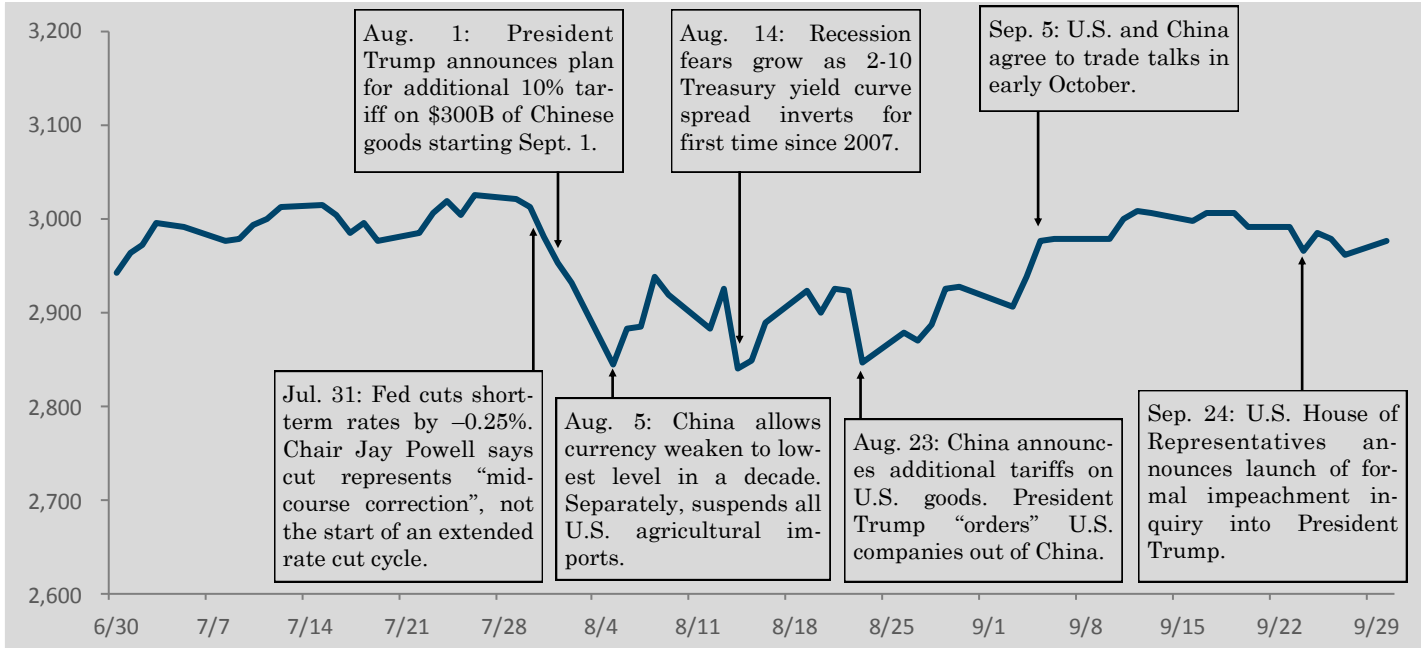
In response to growing evidence of a global economic slowdown, numerous global central banks undertook measures to bolster growth. In the U.S., the Federal Reserve cut its key benchmark rate twice, once in July and again in September. The July rate cut was the first of its kind since 2008. In Europe, the European Central Bank (ECB) cut its key benchmark rate further into negative territory while also unveiling a new quantitative easing program. In China, the People’s Bank of China cut the reserve ratio for banks to provide further liquidity for the economy. In all three cases, it is unclear if greater liquidity will lead to an uptick in economic growth. Uncertainty around trade, not access to credit, currently appears to be the greatest hindrance to growth.

Outlook- We expect trade to remain the dominant issue facing investors for the foreseeable future, notwithstanding the occasional distracting headline about Brexit, U.S. politics, or Middle Eastern conflicts. In the absence of a meaningful U.S./China trade deal, global economic growth will likely continue its current deceleration. Recognizing that it is in each countries’ economic self-interest to arrest the current downward spiral of escalating tariffs, an agreement to de-escalate current tensions remains possible. However, we would expect such a deal to be relatively perfunctory in nature, and not a “grand bargain” that addresses some of the thornier issues central to the current trade dispute. Given the numerous sources of uncertainty currently, we would encourage investors to focus on their longer-term strategic allocations and not try to “time” the markets with respect to economic growth, trade, or political developments.

OVERVIEW

3Q19 S&P 500 Chronology

The S&P 500 ended the quarter relatively unchanged despite ongoing concerns about U.S./China trade relations, growing concerns about slowing global economic growth, and increased U.S. political tensions.



Source: First Western Trust.

Economic Scorecard

Indicator	Level	Outcome	Trend*	Comment
2Q19 GDP	2.0%	Above Expectation	↓	Strongest consumer spending since 4Q17 helped offset weakest business spending since 1Q11.
U.S. Unemployment (Sep.)	3.5%	Above Expectation	↑	Lowest level since 1969. Economy added an average of 157k/month during the quarter.
Housing Starts (Aug.)	1.364M	Above Expectation	↑	Highest level since 2007. Driven by surge in multifamily construction. Year to date, overall starts down -2.7% vs. 2018.
Case-Shiller Home Price Index (Jul.)	0.0%	Below Expectation	↔	Up just 2.0% Y/Y. Weakest growth since 2012. Price growth moderating as higher prices have resulted in slowing demand.
Core CPI (Sep.)	0.0%	Inline w/ Expectation	↓	Y/Y, headline inflation up 1.7%. Core inflation (ex. food and energy) up 2.4%.
Consumer Spending (Aug.)	0.1%	Below Expectation	↓	Smallest gain in six months. Suggests downside risk to 3Q GDP growth expectations.
Personal Income (Aug.)	0.4%	Inline w/ Expectation	↑	Savings rate at 8.1%. Paired with weak spending, suggests that consumers may be taking a wait-and-see approach.
Consumer Confidence (Sep.)	125.1	Below Expectation	↓	Largest monthly decline in nine months. Attributed in part to increased trade tensions between the U.S. and China.
ISM Manufacturing (Sep.)	47.8	Below Expectation	↓	Second consecutive month of contractionary readings and the lowest level since 2009. Hurt by plunging export orders.

Outcome: Relative to consensus expectation. * Trend reflects month-over-month change, except GDP which is quarter-over-quarter; ↑ indicates improvement from prior month; ↓ indicates deterioration from prior month; ↔ indicates no change from prior month.

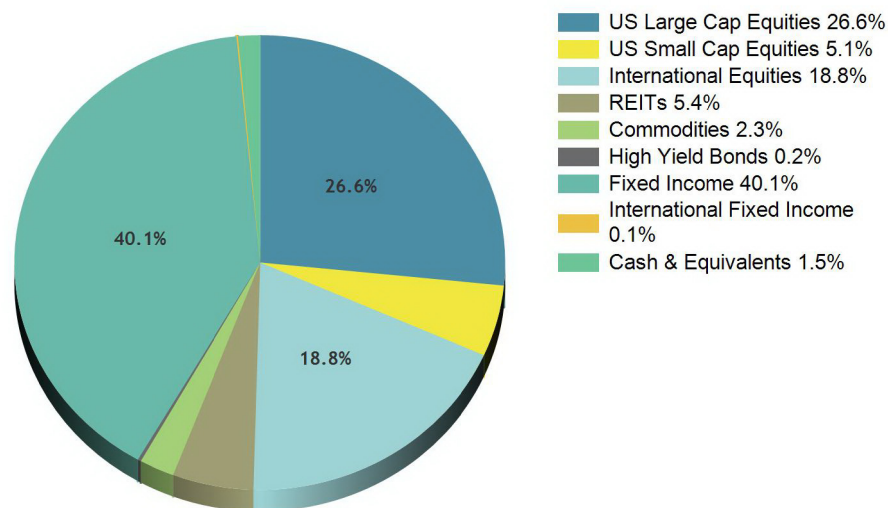
DISCLOSURE INFORMATION

- Information and research contained herein do not represent a recommendation of investment advice to buy or sell stocks or any financial instrument nor is it intended as an endorsement of any security or investment and it does not constitute an offer or solicitation to buy or sell any securities.
- Any forecasts, figures, or opinions set out are for information purposes only, based on certain assumptions and current market conditions and are subject to change without prior notice.
- These materials have been prepared solely for informational purposes based upon information generally available to the public from sources believed to be reliable.
- It is not possible to invest directly in an index. There is no assurance that investment products based on the index will accurately track index performance or provide positive investment returns.
- Investment and insurance products and services are not a deposit, are not FDIC- insured, are not insured by any federal government agency, are not guaranteed by the bank and may go down in value.

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Portfolio Sector Allocation as of 9/30/2019



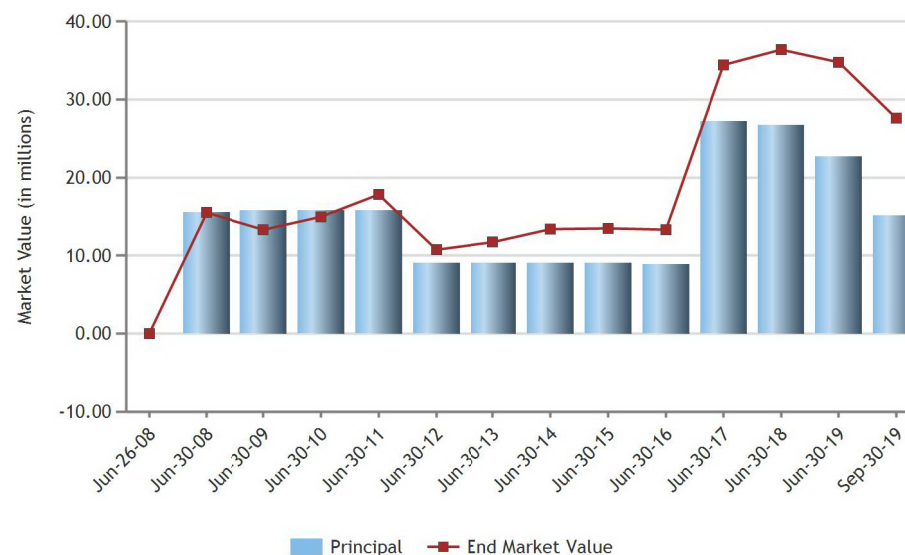
Performance History

	QTD	YTD	3Yr	Since Inception ⁽⁴⁾ 6/26/2008
Total Portfolio	1.12	13.33	7.46	5.44
Index				
Blended Benchmark	1.05	13.05	6.63	
Consumer Price Index - All Items ⁽⁵⁾		1.35	2.13	1.56

Activity Summary

	Quarter to Date	Year to Date	Since Inception 6/26/2008
Beginning Value^{(1),(2)}	\$34,782,229	\$32,088,253	\$0
Net Contributions/Withdrawals ⁽³⁾	-\$7,579,633	-\$8,738,639	\$15,124,085
Gain/Loss	\$375,764	\$4,228,747	\$12,454,276
Ending Value^{(1),(2)}	\$27,578,361	\$27,578,361	\$27,578,361

Portfolio Growth: 6/26/2008 - 9/30/2019



(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary or Non-Reportable Assets.

(3) As accounts are added to or removed from the relationship, they are displayed as a contribution/withdrawal.

(4) Returns are Annualized for periods over 1 year.

(5) YTD reflects year-over-year change in inflation; Inception reflects annualized rate of inflation since inception. The CPI period-end is the prior month-end.

USA Swimming, Inc.

Sector Overview: As of September 30, 2019



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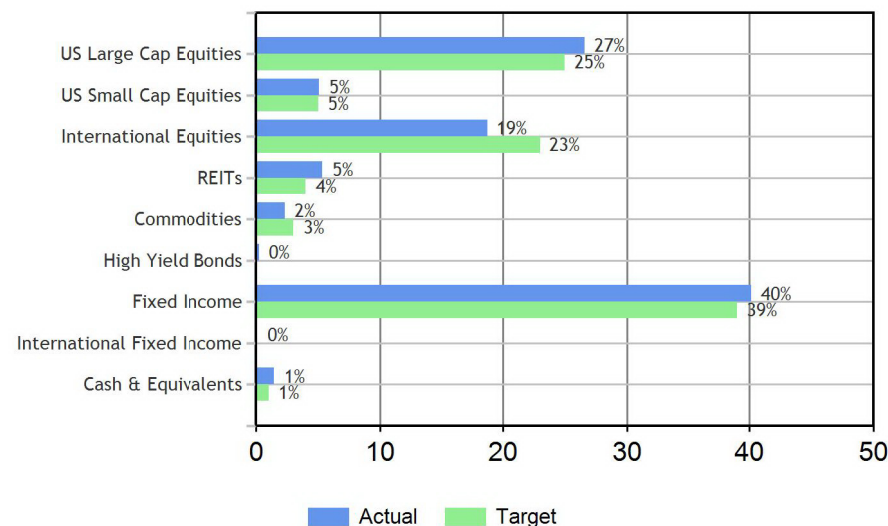
Portfolio Sector Allocation⁽³⁾

	Market Value ^{(1),(2),(3)} As of 9/30/2019	Portfolio Weight
US Large Cap Equities	\$7,341,118	27%
US Small Cap Equities	\$1,397,237	5%
International Equities	\$5,171,596	19%
REITs	\$1,476,336	5%
Commodities	\$633,943	2%
High Yield Bonds	\$60,652	0%
Fixed Income	\$11,069,135	40%
International Fixed Income	\$26,620	0%
Cash & Equivalents	\$401,724	1%
Total	\$27,578,361	100%

Portfolio Performance^{(2),(3),(6)}

	QTD	YTD	1Yr	3Yr	5Yr	Inception Tq ⁽⁴⁾ 10Yr	Inception Date
US Large Cap Equities	1.63	20.31	4.34	13.50	10.90	12.51	9.13 6/26/2008
US Small Cap Equities	-2.33	12.73	-10.09	7.62	7.54	11.02	7.44 6/26/2008
International Equities	-1.79	12.93	0.15	7.25	3.61	4.54	2.15 6/26/2008
REITs	6.27	25.32	16.90	8.77	8.48	9.99	6.36 6/26/2008
Commodities	-2.74	5.75	-7.00	-1.50	-7.34		-6.98 7/11/2013
High Yield Bonds	3.38	12.20	16.39	4.62	4.87		5.78 7/12/2011
Fixed Income	2.36	9.40	10.83	3.58	3.86	4.26	4.55 6/26/2008
International Fixed Income						0.32	9/15/2019
Portfolio	1.12	13.33	5.98	7.46	5.61	6.79	5.44 6/26/2008

Actual vs. Target Allocation



(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary or Non-Reportable Assets.

(3) Certain Sectors may not have been held for the entire reporting period of the Portfolio.

(4) Returns are Annualized for periods over 1 year.

(5) Securities not included in Total Market Value or Performance calculations, but may be included in Target Allocation.

(6) Managed Alternatives are included in Market Value but not in Performance due to the nature of the investment

	Market Value ^{(1),(2),(4)}	Portfolio ⁽⁵⁾							Since ^{(3),(4)}	Inception
	As Of 9/30/2019	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception	Date
US Large Cap Equities	\$7,341,118	27%	1.63	20.31	4.34	13.50	10.90	12.51	9.13	6/26/2008
S&P 500 Index			1.70	20.55	4.25	13.39	10.84	13.24		
US Small Cap Equities	\$1,397,237	5%	-2.33	12.73	-10.09	7.62	7.54	11.02	7.44	6/26/2008
Russell 2000 Index			-2.40	14.18	-8.89	8.23	8.19	11.19		
International Equities	\$5,171,596	19%	-1.79	12.93	0.15	7.25	3.61	4.54	2.15	6/26/2008
MSCI EAFE Index			-1.07	12.80	-1.34	6.48	3.27	4.90		
MSCI Emerging Markets Index			-4.25	5.89	-2.02	5.97	2.33	3.37		
REITs	\$1,476,336	5%	6.27	25.32	16.90	8.77	8.48	9.99	6.36	6/26/2008
Wilshire U.S. REIT Index			7.88	27.21	18.39	7.21	10.17	13.06		
FTSE EPRA/NAREIT Developed Index			4.63	19.82	13.00	5.61	6.81	8.63		
Commodities	\$633,943	2%	-2.74	5.75	-7.00	-1.50	-7.34		-6.98	7/11/2013
Bloomberg Commodity Index			-1.84	3.13	-6.57	-1.50	-7.18	-4.32		
High Yield Bonds	\$60,652	0%	3.38	12.20	16.39	4.62	4.87		5.78	7/12/2011
BofAML HY Master II Index			1.22	11.50	6.30	6.07	5.36	7.85		
Fixed Income	\$11,069,136	40%	2.36	9.40	10.83	3.58	3.86	4.26	4.55	6/26/2008
Barclays Cap Aggregate Bond Index			2.27	8.52	10.30	2.92	3.38	3.75		
Barclays Municipal 1-10 Yr. Blend Index			0.81	4.73	6.42	2.37	2.54	3.05		
Barclays Municipal 1-15 Yr. Blend Index			1.13	5.58	7.40	2.74	3.03	3.54		
International Fixed Income	\$26,620	0%							0.32	9/15/2019
Barclays 1-3 Year Global Majors Index			-1.06	1.31	2.74	-0.28	-0.22	-0.51		
Cash & Equivalents	\$401,724	1%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BofAML US 3 Month T-Bill Index			0.57	1.81	2.39	1.54	0.98	0.54		
Total Portfolio	\$27,578,361	100%	1.12	13.33	5.98	7.46	5.61	6.79	5.44	6/26/2008

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary, Non-Reportable or Managed Alternative Assets.

(3) Returns are Annualized for periods over 1 year.

(4) Certain Sectors may not have been held for the entire reporting period of the Portfolio.

(5) Portfolio Weights reflect current holdings as of period end. Portfolio may have had varying sectors weightings over historical periods.

USA Swimming, Inc.

Quarterly Performance Report: As of September 30, 2019



Individual Account Performance

		Inception	Market Value ^{(1),(2)}	Portfolio								Since
		Date	As of 9/30/2019	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception ⁽³⁾	
612422055	USA Swimming, Inc. - Equities - Pledged	6/26/2008	\$16,421,579	59.5%	0.44	16.29	1.37	9.60	6.58	8.44		6.08
612422063	USA Swimming, Inc. - Fixed Income	6/26/2008	\$11,156,782	40.5%	2.19	8.98	10.25	3.30	3.50	6.43		6.49
USA Swimming, Inc.			\$27,578,361	100.0%	1.12	13.33	5.98	7.46	5.61	6.79		5.44

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary, Non-Reportable, or Managed Alternative Assets.

(3) Returns are Annualized for periods over 1 year.

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming, Inc. - Equities - Pledged
612422055 (Formerly Fidelity 673218332)
September 30, 2019

Quantity	Security	Security Symbol	Adjusted Unit Cost	Total Adjusted Cost	Price	Market Value	Pct. Assets	Yield
US Large Cap Equities								
26,930	VANGUARD INDEX FDS S&P 500 ETF SHS NEW	VOO	212.33	5,718,174.06	272.60	7,341,118.00	44.7	1.99
US Small Cap Equities								
21,132.054	DFA US SMALL CAP PORT INSTL	DFSTX	33.60	710,124.27	33.14	700,316.27	4.3	0.83
4,605	ISHARES RUSSELL 2000 ETF	IWM	144.64	666,063.52	151.34	696,920.70	4.2	1.29
				1,376,187.80		1,397,236.97	8.5	1.06
International Equities								
138,238.646	LAZARD INTL STRATEGIC EQUITY PORT INST CL	LISIX	13.57	1,875,760.43	14.63	2,022,431.39	12.3	1.54
26,848.145	OPPENHEIMER DEVELOPING MKTS FD CL I	ODVIX	34.34	921,917.10	41.83	1,123,057.91	6.8	0.72
49,321	VANGUARD FTSE DEVELOPED MARKETS ETF	VEA	36.83	1,816,619.32	41.08	2,026,106.68	12.3	3.13
				4,614,296.85		5,171,595.98	31.5	1.99
REITs								
43,004.257	VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860	VGISX	30.16	1,297,138.24	34.33	1,476,336.14	9.0	2.72
Commodities								
112,004.087	PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45	PCRIX	6.44	721,194.80	5.66	633,943.13	3.9	5.16
Cash & Equivalents								
	DIVIDENDS DECLARED	DIVACC		35,046.70		35,046.70	0.2	0.00
	FIDELITY IMM GOV CLASS I FUND #57	FIGXX		161,847.10		161,847.10	1.0	1.72

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming, Inc. - Equities - Pledged
612422055 (Formerly Fidelity 673218332)
September 30, 2019

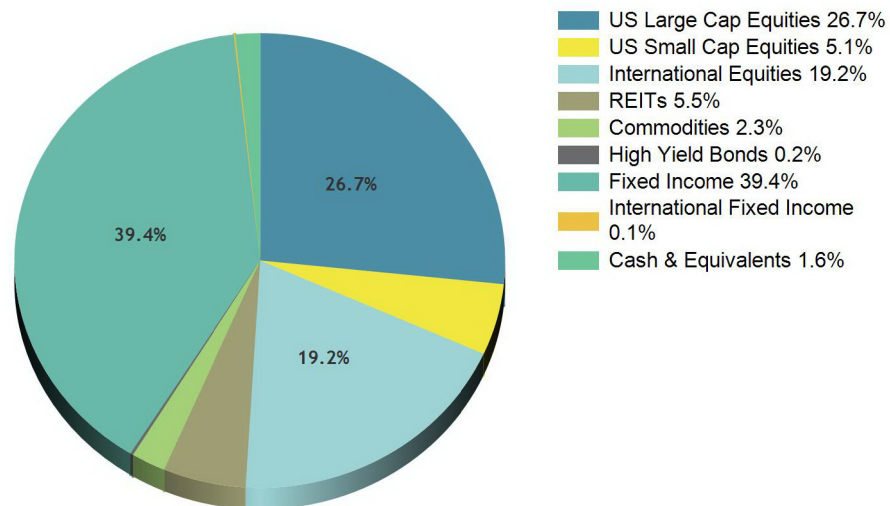
Quantity	Security	Security Symbol	Adjusted Unit Cost	Total Adjusted Cost	Price	Market Value	Pct. Assets	Yield
	FIRST WESTERN ICS MONEY MARKET	FWICS		204,454.80		204,454.80	1.2	1.75
				401,348.60		401,348.60	2.4	1.58
TOTAL PORTFOLIO				14,128,340.34		16,421,578.82	100.0	2.09

USA Swimming Foundation, Inc.

Portfolio Overview: As of September 30, 2019



Portfolio Sector Allocation as of 9/30/2019



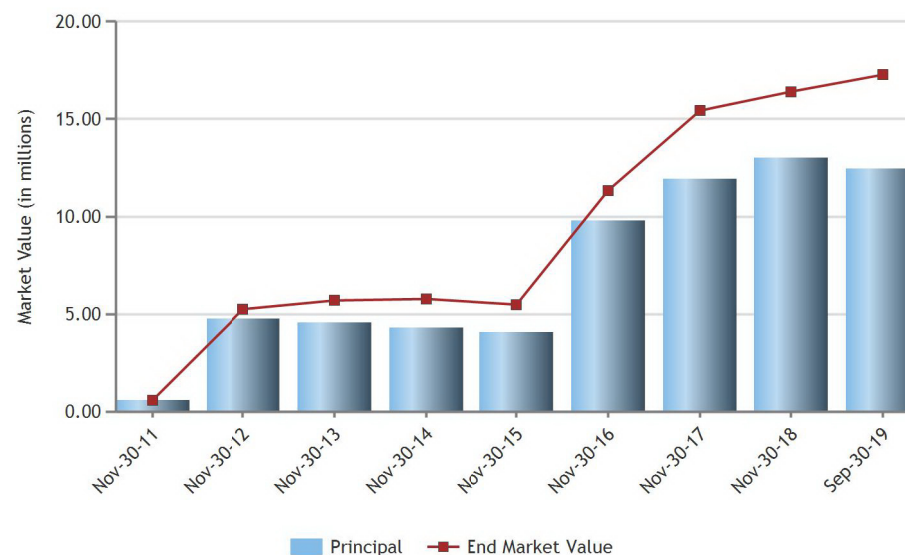
Performance History

	QTD	YTD	3Yr	Since Inception ⁽⁴⁾ 11/30/2011
Total Portfolio	1.18	13.26	7.20	6.98
Index				
Blended Benchmark	1.05	13.05	6.63	6.56
Consumer Price Index - All Items ⁽⁵⁾		1.35	2.13	1.58

Activity Summary

	Quarter to Date	Year to Date	Since Inception 11/30/2011
Beginning Value^{(1),(2)}	\$17,165,794	\$15,406,951	\$586,463
Net Contributions/Withdrawals ⁽³⁾	-\$92,500	-\$169,895	\$11,851,972
Gain/Loss	\$202,394	\$2,038,633	\$4,837,254
Ending Value^{(1),(2)}	\$17,275,689	\$17,275,689	\$17,275,689

Portfolio Growth: 11/30/2011 - 9/30/2019



(1) Values include Accrued Income.
 (2) Values do not include Non-Discretionary or Non-Reportable Assets.
 (3) As accounts are added to or removed from the relationship, they are displayed as a contribution/withdrawal.
 (4) Returns are Annualized for periods over 1 year.
 (5) YTD reflects year-over-year change in inflation; Inception reflects annualized rate of inflation since inception. The CPI period-end is the prior month-end.

USA Swimming Foundation, Inc.

Sector Overview: As of September 30, 2019



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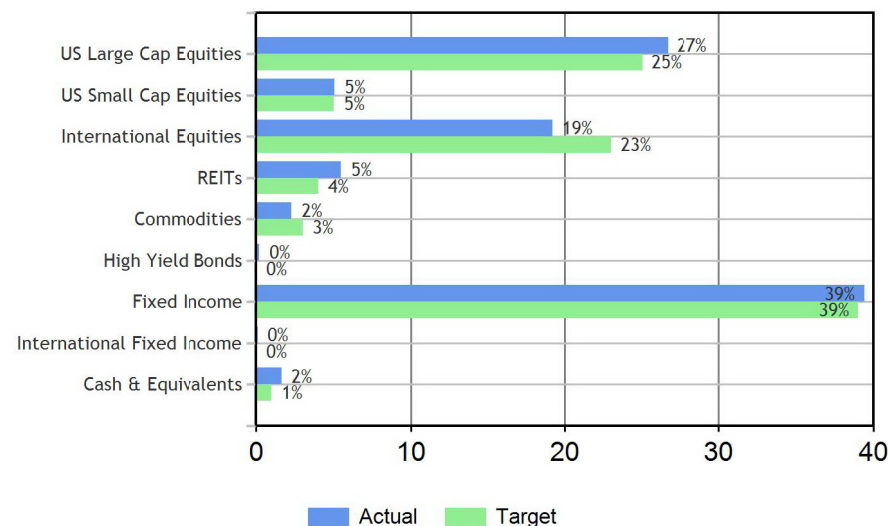
Portfolio Sector Allocation⁽³⁾

	Market Value ^{(1),(2),(3)} As of 9/30/2019	Portfolio Weight
US Large Cap Equities	\$4,606,667	27%
US Small Cap Equities	\$875,752	5%
International Equities	\$3,319,341	19%
REITs	\$945,115	5%
Commodities	\$390,466	2%
High Yield Bonds	\$33,581	0%
Fixed Income	\$6,807,529	39%
International Fixed Income	\$15,972	0%
Cash & Equivalents	\$281,266	2%
Total	\$17,275,689	100%

Portfolio Performance^{(2),(3),(6)}

	QTD	YTD	1Yr	3Yr	5Yr	Inception Tq ⁽⁴⁾ 10Yr	Inception Date
US Large Cap Equities	1.76	20.45	4.32	13.35	10.70	13.54	11/30/2011
US Small Cap Equities	-2.18	12.93	-9.44	7.92	7.58	11.10	11/30/2011
International Equities	-1.79	12.93	0.21	7.38	3.66	6.16	11/30/2011
REITs	6.29	25.44	16.93	8.80	8.49	10.26	11/30/2011
Commodities	-2.79	5.74	-6.89	-1.34	-7.23	-6.89	7/11/2013
High Yield Bonds	3.24	11.71	15.88	4.59	4.88	6.24	11/30/2011
Fixed Income	2.41	9.30	10.68	3.63	3.91	3.76	12/06/2011
International Fixed Income						0.28	9/15/2019
Portfolio	1.18	13.26	5.08	7.20	5.57	6.98	11/30/2011

Actual vs. Target Allocation



(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary or Non-Reportable Assets.

(3) Certain Sectors may not have been held for the entire reporting period of the Portfolio.

(4) Returns are Annualized for periods over 1 year.

(5) Securities not included in Total Market Value or Performance calculations, but may be included in Target Allocation.

(6) Managed Alternatives are included in Market Value but not in Performance due to the nature of the investment

USA Swimming Foundation, Inc.

Performance by Sector: As of September 30, 2019



	Market Value ^{(1),(2),(4)}	Portfolio ⁽⁵⁾							Since ^{(3),(4)}	Inception
	As Of 9/30/2019	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception	Date
US Large Cap Equities	\$4,606,667	27%	1.76	20.45	4.32	13.35	10.70		13.54	11/30/2011
S&P 500 Index			1.70	20.55	4.25	13.39	10.84	13.24		
US Small Cap Equities	\$875,752	5%	-2.18	12.93	-9.44	7.92	7.58		11.10	11/30/2011
Russell 2000 Index			-2.40	14.18	-8.89	8.23	8.19	11.19		
International Equities	\$3,319,341	19%	-1.79	12.93	0.21	7.38	3.66		6.16	11/30/2011
MSCI EAFE Index			-1.07	12.80	-1.34	6.48	3.27	4.90		
MSCI Emerging Markets Index			-4.25	5.89	-2.02	5.97	2.33	3.37		
REITs	\$945,115	5%	6.29	25.44	16.93	8.80	8.49		10.26	11/30/2011
Wilshire U.S. REIT Index			7.88	27.21	18.39	7.21	10.17	13.06		
FTSE EPRA/NAREIT Developed Index			4.63	19.82	13.00	5.61	6.81	8.63		
Commodities	\$390,466	2%	-2.79	5.74	-6.89	-1.34	-7.23		-6.89	7/11/2013
Bloomberg Commodity Index			-1.84	3.13	-6.57	-1.50	-7.18	-4.32		
High Yield Bonds	\$33,581	0%	3.24	11.71	15.88	4.59	4.88		6.24	11/30/2011
BofAML HY Master II Index			1.22	11.50	6.30	6.07	5.36	7.85		
Fixed Income	\$6,807,529	39%	2.41	9.30	10.68	3.63	3.91		3.76	12/06/2011
Barclays Cap Aggregate Bond Index			2.27	8.52	10.30	2.92	3.38	3.75		
Barclays Municipal 1-10 Yr. Blend Index			0.81	4.73	6.42	2.37	2.54	3.05		
Barclays Municipal 1-15 Yr. Blend Index			1.13	5.58	7.40	2.74	3.03	3.54		
International Fixed Income	\$15,972	0%							0.28	9/15/2019
Barclays 1-3 Year Global Majors Index			-1.06	1.31	2.74	-0.28	-0.22	-0.51		
Cash & Equivalents	\$281,266	2%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BofAML US 3 Month T-Bill Index			0.57	1.81	2.39	1.54	0.98	0.54		
Total Portfolio	\$17,275,689	100%	1.18	13.26	5.08	7.20	5.57		6.98	11/30/2011

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary, Non-Reportable or Managed Alternative Assets.

(3) Returns are Annualized for periods over 1 year.

(4) Certain Sectors may not have been held for the entire reporting period of the Portfolio.

(5) Portfolio Weights reflect current holdings as of period end. Portfolio may have had varying sectors weightings over historical periods.

USA Swimming Foundation, Inc.

Quarterly Performance Report: As of September 30, 2019



Individual Account Performance

		Inception	Market Value ^{(1),(2)}	Portfolio							Since
		Date	As of 9/30/2019	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception ⁽³⁾
612422022	USA Swimming Foundation, Inc. - Equities	11/30/2011	\$10,314,328	59.7%	0.42	16.39	2.07	9.94	6.95		9.37
612422071	USA Swimming Foundation, Inc. - Fixed Income	12/6/2011	\$6,961,361	40.3%	2.32	8.98	10.23	3.31	3.50		3.33
USA Swimming Foundation, Inc.			\$17,275,689	100.0%	1.18	13.26	5.08	7.20	5.57		6.98

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary, Non-Reportable, or Managed Alternative Assets.

(3) Returns are Annualized for periods over 1 year.

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming Foundation, Inc. - Equities
612422022
Moderate
September 30, 2019

Quantity	Security	Security Symbol	Adjusted Unit Cost	Total Adjusted Cost	Price	Market Value	Pct. Assets	Yield
US Large Cap Equities								
16,899	VANGUARD INDEX FDS S&P 500 ETF SHS NEW	VOO	210.61	3,559,180.86	272.60	4,606,667.40	44.7	1.99
US Small Cap Equities								
13,223.525	DFA US SMALL CAP PORT INSTL	DFSTX	34.43	455,265.49	33.14	438,227.62	4.2	0.83
2,891	ISHARES RUSSELL 2000 ETF	IWM	146.35	423,089.18	151.34	437,523.94	4.2	1.29
				878,354.67		875,751.56	8.5	1.06
International Equities								
87,515.612	LAZARD INTL STRATEGIC EQUITY PORT INST CL	LISIX	13.40	1,172,911.89	14.63	1,280,353.40	12.4	1.54
18,113.857	OPPENHEIMER DEVELOPING MKTS FD CL I	ODVIX	37.81	684,811.59	41.83	757,702.64	7.3	0.72
31,190	VANGUARD FTSE DEVELOPED MARKETS ETF	VEA	38.96	1,215,203.79	41.08	1,281,285.20	12.4	3.13
				3,072,927.27		3,319,341.24	32.2	1.97
REITs								
27,530.283	VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860	VGISX	29.54	813,232.86	34.33	945,114.62	9.2	2.72
Commodities								
68,986.956	PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45	PCRIX	6.78	467,723.04	5.66	390,466.17	3.8	5.16
Cash & Equivalents								
	DIVIDENDS DECLARED	DIVACC		21,992.36		21,992.36	0.2	0.00

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming Foundation, Inc. - Equities
612422022
Moderate
September 30, 2019

Quantity	Security	Security Symbol	Adjusted Unit Cost	Total Adjusted Cost	Price	Market Value	Pct. Assets	Yield
	FIRST WESTERN ICS MONEY MARKET	FWICS		154,994.87		154,994.87	1.5	1.75
				176,987.23		176,987.23	1.7	1.53
TOTAL PORTFOLIO				8,968,405.93		10,314,328.22	100.0	2.08



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USA Swimming
USA Swimming Athletes Foundation

Anthony T. Corallo, CTP
Executive Director
Senior Client Strategist
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Characteristics & Performance



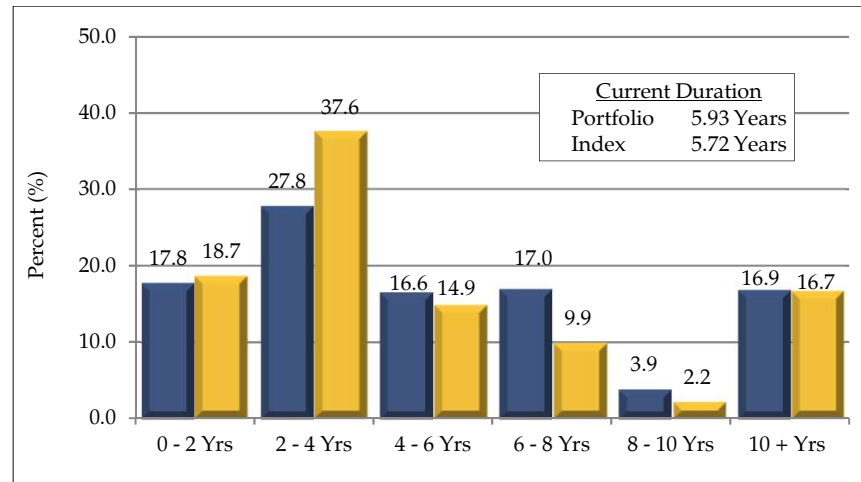
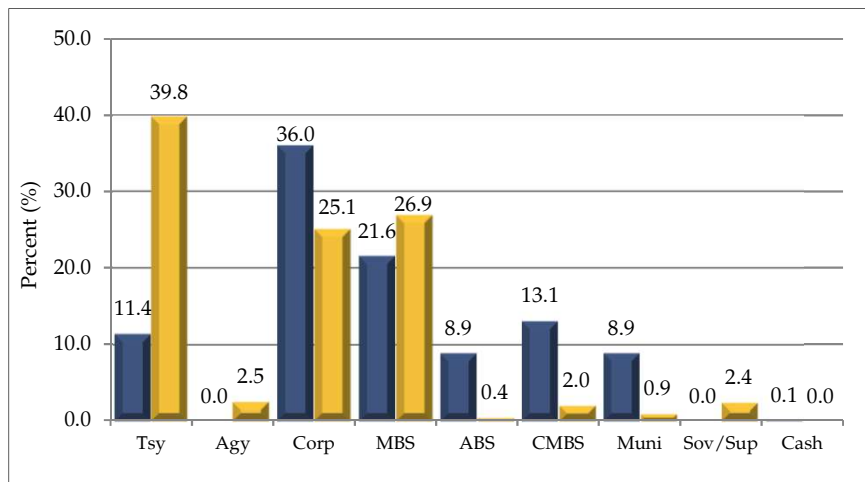
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USA Swimming – Fixed Income Characteristics

Sector

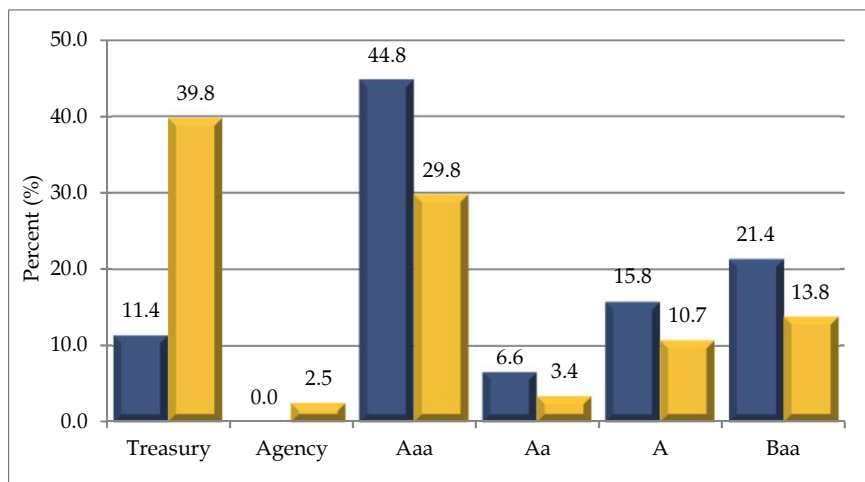
As of 9/30/19

Duration Distribution



Ratings

Characteristics



Duration	5.93 Years
Maturity	8.40 Years
Yield-to-Maturity	2.62%
Benchmark Yield-to-Maturity	2.27%
Credit Rating	Aa3

USA Swimming
Bloomberg Barclays U.S. Aggregate Bond Index



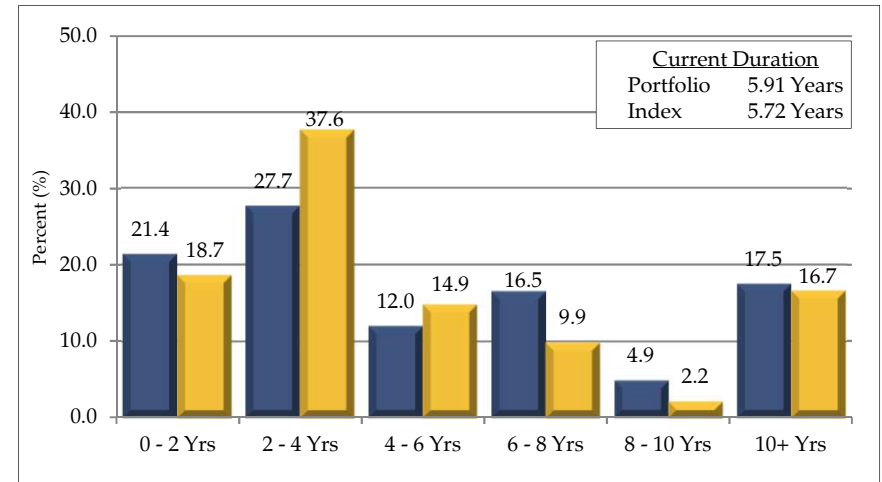
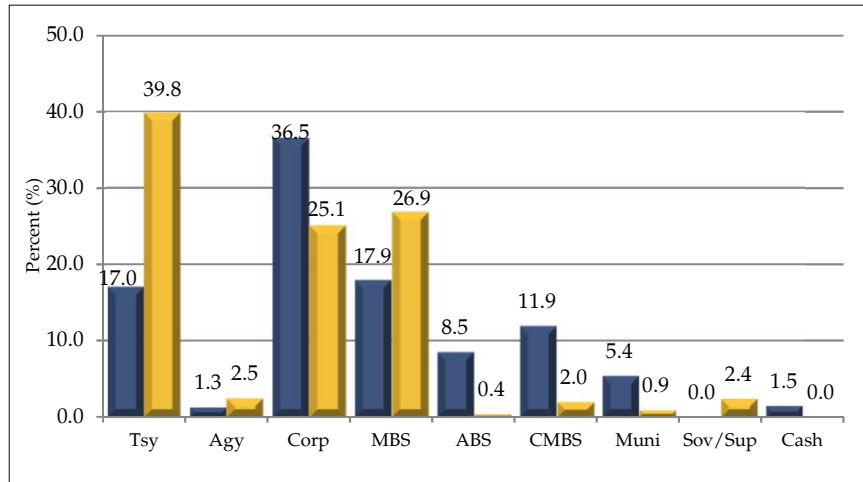
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USA Swimming Foundation – Fixed Income Characteristics

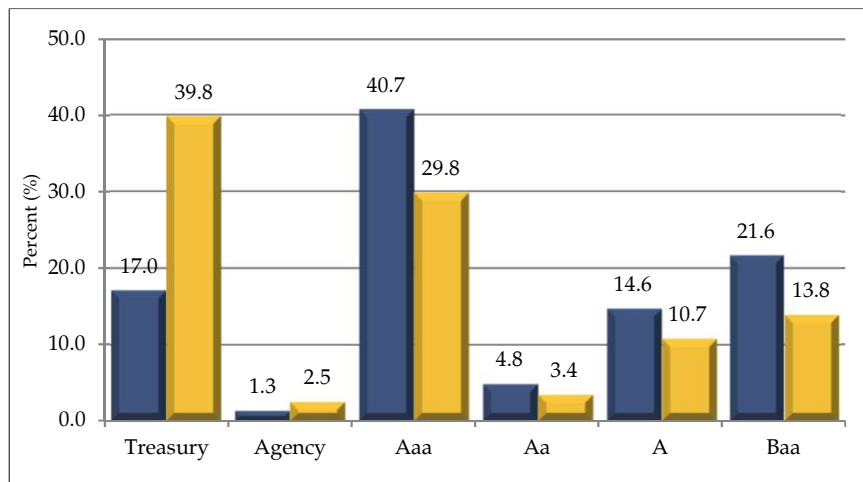
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As of 9/30/19

Duration Distribution



Ratings



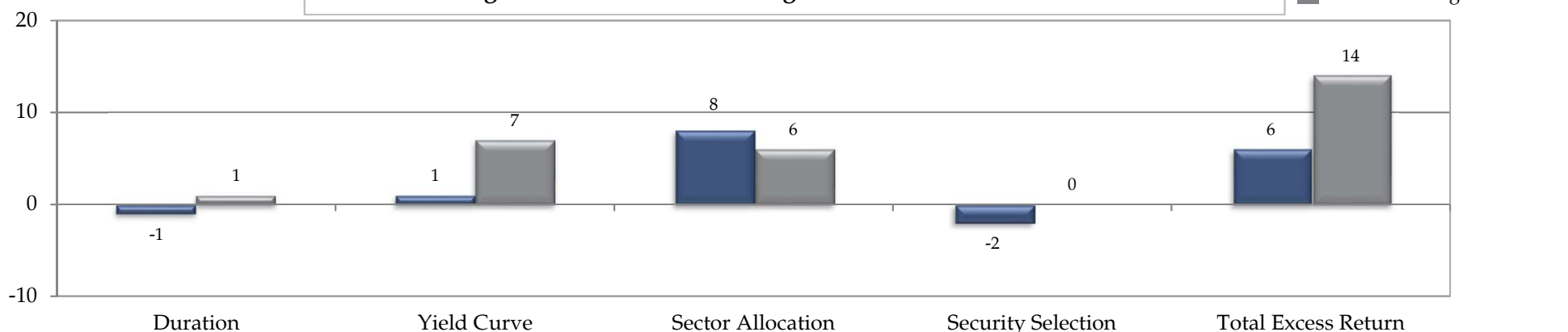
Characteristics

Duration..... 5.91 Years
Maturity..... 8.21 Years
Yield-to-Maturity..... 2.57%
Benchmark Yield-to-Maturity..... 2.27%
Credit Rating..... Aa3





Quarter Ended 9/30/19
USA Swimming: 2.33% **USA Swimming Foundation: 2.41%** **Benchmark: 2.27%**



Active Decision

Duration

- Duration managed approximately neutral to slightly long

Yield Curve

- Overweight the 6-10 year segment

Sector Allocation

- Overweight CMBS bonds during the quarter

- Overweight ABS bonds

Security Selection & Timing

- Overweight lower rated bonds
- Underweight 30 year agency MBS

Comments

- Interest rates moved lower as the FOMC continued a dovish tone and cut rates twice in the third quarter with the 10 year finishing at a 1.67% yield

- The yield curve steepened with the 2 year down 13 basis points and the 10 year lower by 34 basis points

- CMBS turned in a positive performance this quarter with lower rates

- ABS outperformed, with most of the outperformance coming from their yield advantage

- Credit risk modestly outperformed due to intact fundamentals and lower rates

- Relative sub-sector outperformance

Effect

- Neutral

- Positive

- Positive

- Positive

- Positive

- Negative

Strategy & Outlook



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Investment Outlook and Strategic Positioning

INVESTMENT OUTLOOK

- We continue to believe the broader economy will withstand the ongoing trade war and expand at a rate of approximately two percent in 2019, driven by robust first half growth, a healthy consumer, and a stable labor market.
- Risks to our view have increased over the past quarter. The trade war has undeniably hurt U.S. manufacturing and is starting to spill over into the broader economy, while the global economy is slowing under the weight of the trade war.
- Political risks are also on the rise as the current impeachment proceedings and 2020 elections insert additional uncertainty into an already muddled outlook. We expect investors and businesses alike to take a more cautious tone as they await better clarity around regulation and tax policy given the diametrically opposed platforms that voters have to choose from next year.
- Given the continuing uncertainty on trade and the slowdown evident in both manufacturing and services, we expect the FOMC will cut rates at least one more time in 2019 in an effort to prolong the current expansion.

STRATEGIC POSITIONING OF OUR PORTFOLIOS

- Durations will be managed neutral to slightly long benchmark durations.
- Underweight Treasury securities in favor of corporate bonds and securitized products.

USA Swimming, Inc.
Balance Sheet
As of September 30, 2019 and 2018

	9/30/2019	9/30/2018	\$ Change	Audited 12/31/2018	\$ Change
ASSETS					
CURRENT ASSETS:					
Cash and cash equivalents	\$1,096,510	\$360,065	\$736,445	\$7,217,977	(\$6,121,466)
Accounts receivable	7,887,794	6,966,846	920,948	1,198,074	6,689,720
Prepaid expenses and deferred charges	1,122,504	260,497	862,007	1,402,452	(279,948)
Total Current Assets	10,106,808	7,587,407	2,519,401	9,818,503	288,306
FIXED ASSETS:					
Leasehold Improvements, IT Systems, FF&E, Other	16,570,811	13,087,548	3,483,263	13,609,972	2,960,839
Accumulated depreciation & amortization	(9,305,260)	(8,876,268)	(428,991)	(9,018,964)	(286,295)
Total Fixed Assets	7,265,551	4,211,280	3,054,271	4,591,008	2,674,543
LONG-TERM INVESTMENTS:					
Long-term Investments	27,485,091	34,191,370	(6,706,279)	32,023,658	(4,538,567)
OTHER ASSETS:					
Investment - Swim Trials, LLC	207,629	154,170	53,459	107,629	100,000
Prepaid rent	2,023,259	2,207,278	(184,019)	2,164,760	(141,501)
Total Other Assets	2,230,888	2,361,448	(130,560)	2,272,389	(41,501)
TOTAL ASSETS	\$47,088,339	\$48,351,506	(\$1,263,166)	\$48,705,558	(\$1,617,219)
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES:					
Accounts payable	\$1,324,003	\$1,548,669	(\$224,666)	\$1,744,550	(\$420,546)
Accrued expenses and other liabilities	1,435,285	1,599,532	(164,247)	1,603,786	(168,500)
Deferred revenue	8,046,564	5,809,874	2,236,690	14,315,659	(6,269,095)
Total Current Liabilities	10,805,853	8,958,075	1,847,777	17,663,995	(6,858,142)
NONCURRENT LIABILITIES:					
Total Liabilities	10,805,853	8,958,075	1,847,777	17,663,995	(6,858,142)
NET ASSETS:					
Unrestricted:					
Undesignated Net Assets	17,305,854	19,667,234	(2,361,380)	12,034,931	5,270,923
Board Designated - USSIC	18,976,632	19,726,196	(749,564)	19,006,632	(30,000)
Total Unrestricted Net Assets	36,282,486	39,393,430	(3,110,944)	31,041,563	5,240,923
Total Net Assets	36,282,486	39,393,430	(3,110,944)	31,041,563	5,240,923
TOTAL LIABILITIES AND NET ASSETS	\$47,088,339	\$48,351,506	(\$1,263,166)	\$48,705,558	(\$1,617,219)

USA Swimming
Income Statement - By Division
For the 9 Months Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
REVENUE:						
Membership	\$22,483,378	\$23,203,900	(\$720,522)	-3.11%	\$22,776,539	(\$293,161)
Partnership Marketing Revenue	3,311,454	5,582,500	(2,271,046)	-40.68%	3,388,916	(77,462)
Consumer Revenue	177,410	229,500	(52,090)	-22.70%	138,347	39,063
USOC Partnership	4,546,750	5,304,500	(757,750)	-14.29%	4,138,095	408,655
Investment Income	1,796,118	1,788,900	7,218	0.40%	1,057,357	738,761
Foundation	555,000	915,700	(360,700)	-39.39%	560,000	(5,000)
Sport and Events	980,768	721,500	259,268	35.93%	750,670	230,098
Other Income	148,886	248,400	(99,514)	-40.06%	281,157	(132,271)
TOTAL REVENUE	33,999,765	37,994,900	(3,995,135)	-10.51%	33,091,081	908,684
EXPENSES:						
Technical/Sport:						
Sport Development	3,398,022	4,907,800	1,509,778	30.76%	3,520,884	122,862
Events and Member Services	5,777,951	7,250,300	1,472,349	20.31%	6,509,054	731,103
National Team	8,334,194	10,892,400	2,558,206	23.49%	6,688,472	(1,645,722)
Total Technical/Sport	17,510,167	23,050,500	5,540,333	24.04%	16,718,410	(791,757)
Other Programs:						
Commercial	4,820,334	6,751,600	1,931,266	28.60%	4,763,515	(56,819)
Risk Management	2,531,532	3,179,200	647,668	20.37%	2,895,547	364,015
Foundation and MAS Support	0	311,000	311,000	100.00%	187,500	187,500
Total Other Programs	7,351,866	10,241,800	2,889,934	28.22%	7,846,562	494,696
Administration:						
Executive	1,162,269	1,552,500	390,231	25.14%	1,095,406	(66,863)
Finance	978,894	1,139,300	160,406	14.08%	681,208	(297,685)
Business Affairs	3,226,282	4,247,900	1,021,617	24.05%	2,496,512	(729,771)
Total Administration	5,367,445	6,939,700	1,572,255	22.66%	4,273,126	(1,094,319)
TOTAL EXPENSES	30,229,478	40,232,000	10,002,522	24.86%	28,838,098	(1,391,380)
OPERATING SURPLUS (DEFICIT)	\$3,770,287	(\$2,237,100)	\$6,007,387	-268.53%	\$4,252,983	(\$482,696)
Reserves Spending:						
Disaster Donations	(5,000)	0	(5,000)	0.00%	(20,606)	15,606
USOC Building Remodel	150,000	0	150,000	0.00%	0	150,000
Building Remodel	0	(120,000)	120,000	-100.00%	0	0
IT Special Projects (CRM)	(323,965)	(950,000)	626,035	-65.90%	(83,367)	(240,598)
Legal	(647,288)	0	(647,288)	0.00%	0	(647,288)
Safe Sport Contingency	(30,000)	0	(30,000)	0.00%	(544,761)	514,761
Athlete Leadership Summit	(161,958)	(214,000)	52,042	-24.32%	(266,510)	104,552
Cost of Flex	0	(1,000,000)	1,000,000	-100.00%	0	0
Total Reserves Spending	(1,018,211)	(2,284,000)	1,265,789	-55.42%	(915,244)	(102,967)
Surplus (Deficit) Before Investment Gain (Loss)	2,752,076	(4,521,100)	7,273,176	-160.87%	3,337,739	(585,663)
Investment Gain (Loss)	2,488,847	0	2,488,847	0.00%	(253,695)	2,742,542
NET SURPLUS (DEFICIT)	\$5,240,923	(\$4,521,100)	\$9,762,023	-215.92%	\$3,084,043	\$2,156,880

USA Swimming
Income Statement - By Category
For the 9 Months Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
REVENUE:						
Membership	\$22,483,378	\$23,203,900	(\$720,522)	-3.11%	\$22,776,539	(\$293,161)
USOC Partnership	4,546,750	5,304,500	(757,750)	-14.29%	4,138,095	408,655
Partnership Marketing Revenue	3,311,454	5,582,500	(2,271,046)	-40.68%	3,388,916	(77,462)
Consumer Revenue	177,410	229,500	(52,090)	-22.70%	138,347	39,063
Sport and Events	980,768	721,500	259,268	35.93%	750,670	230,098
Foundation and Swim-A-Thon	555,000	915,700	(360,700)	-39.39%	560,000	(5,000)
Investment Income	1,796,118	1,788,900	7,218	0.40%	1,057,357	738,761
Other Income	148,886	248,400	(99,514)	-40.06%	281,157	(132,271)
Total Revenue	33,999,765	37,994,900	(3,995,135)	-10.51%	33,091,081	908,684
EXPENSES:						
Salaries and Wages	6,337,856	9,512,060	3,174,204	33.37%	5,965,322	(372,534)
Employee Benefits	1,505,242	2,088,327	583,085	27.92%	1,445,439	(59,803)
Employment Taxes	432,184	588,913	156,730	26.61%	411,169	(21,014)
Total Payroll and Benefits	8,275,282	12,189,300	3,914,018	32.11%	7,821,931	(453,351)
Travel and Hospitality	5,314,941	6,185,488	870,547	14.07%	4,448,192	(866,749)
Direct Athlete Support	3,303,371	4,704,300	1,400,929	29.78%	2,939,683	(363,688)
Professional Fees & Honoraria	2,631,002	3,712,275	1,081,273	29.13%	2,110,079	(520,923)
Insurance	2,503,752	3,139,300	635,548	20.24%	2,871,081	367,329
Television and Video Production	1,483,303	1,823,800	340,497	18.67%	1,280,353	(202,951)
Depreciation and Amortization	934,242	1,270,900	336,658	26.49%	849,494	(84,748)
Dues, Fees & Tickets	825,826	1,055,988	230,162	21.80%	899,190	73,363
Supplies and Expense	514,618	830,398	315,780	38.03%	515,530	911
Rent and Lease Expense	885,164	764,092	(121,072)	-15.85%	1,566,887	681,722
Printing and Duplication	269,451	751,355	481,904	64.14%	324,618	55,167
Grants	559,684	680,000	120,316	17.69%	716,340	156,656
Apparel	614,688	608,150	(6,538)	-1.08%	310,456	(304,233)
Gear, Equipment, & Signage	491,492	605,482	113,990	18.83%	658,037	166,544
Awards	497,939	481,074	(16,865)	-3.51%	458,682	(39,257)
Information Technology Expenses	405,711	427,840	22,129	5.17%	375,628	(30,083)
Advertising	293,804	352,400	58,596	16.63%	283,439	(10,366)
Telephone and Internet Service	143,793	332,409	188,616	56.74%	118,892	(24,901)
Protocol & Gifts	160,829	151,200	(9,629)	-6.37%	145,117	(15,712)
Contingency	0	105,000	105,000	100.00%	0	0
Miscellaneous Expenses	120,585	61,249	(59,336)	-96.88%	144,473	23,888
Total Expenses	30,229,478	40,232,000	10,002,522	24.86%	28,838,098	(1,391,380)
OPERATING SURPLUS (DEFICIT)	\$3,770,287	(\$2,237,100)	\$6,007,387	-268.53%	\$4,252,983	(\$482,696)
Reserves Spending:						
Disaster Donations	(5,000)	0	(5,000)	0.00%	(20,606)	15,606
Athlete Leadership Camp	(161,958)	(214,000)	52,042	-24.32%	(266,510)	104,552
USOC Building Remodel	150,000	0	150,000	0.00%	0	150,000
Building Remodel	0	(120,000)	120,000	-100.00%	0	0
IT Special Projects (CRM)	(323,965)	(950,000)	626,035	-65.90%	(83,367)	(240,598)
Legal	(647,288)	0	(647,288)	0.00%	0	(647,288)
Safe Sport Contingency	(30,000)	0	(30,000)	0.00%	(544,761)	514,761
Cost of Flex	0	(1,000,000)	1,000,000	-100.00%	0	0
Total Reserve Spending	(1,018,211)	(2,284,000)	1,265,789	-55.42%	(915,244)	(102,967)
Surplus (Deficit) Before Investment Gain (Loss)	2,752,076	(4,521,100)	7,273,176	-160.87%	3,337,739	(585,663)
Investment Gains (Losses)	2,488,847	0	2,488,847	0.00%	(253,695)	2,742,542
NET SURPLUS (DEFICIT)	\$5,240,923	(\$4,521,100)	\$9,762,023	-215.92%	\$3,084,043	\$2,156,880

USA Swimming, Inc.
Statement of Revenue
For the Periods Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
MEMBERSHIP:						
Athlete Membership	\$18,990,480	\$18,361,200	\$629,280	3.43%	\$19,451,170	(\$460,690)
Flex	252,180	413,250	(161,070)	-38.98%	0	252,180
Cost of Flex	0	1,000,000	(1,000,000)	-100.00%	0	0
Outreach Athlete Membership	53,210	56,825	(3,615)	-6.36%	56,845	(3,635)
Seasonal Athlete Membership	560,820	701,760	(140,940)	-20.08%	741,060	(180,240)
Non-Athlete Membership	2,368,610	2,413,860	(45,250)	-1.87%	2,269,250	99,360
Life Membership	37,334	36,000	1,334	3.71%	37,668	(334)
Allied Membership	500	1,000	(500)	-50.00%	500	0
Club Membership	212,310	212,310	0	0.00%	212,380	(70)
Seasonal Club Membership	4,800	4,560	240	5.26%	4,640	160
Affiliate Membership	500	800	(300)	-37.50%	650	(150)
Single Meet Open Water	1,510	1,920	(410)	-21.35%	1,930	(420)
Delegate Fees	500	350	150	42.86%	200	300
Other Membership Income	624	65	559	860.00%	246	378
TOTAL MEMBERSHIP	22,483,378	23,203,900	(720,522)	-3.11%	22,776,539	(293,161)
PARTNERSHIP MARKETING REVENUE:						
Corporate Sponsorship	3,107,378	5,035,000	(1,927,622)	-38.28%	3,230,344	(122,967)
Supplier Income	170,625	352,500	(181,875)	-51.60%	130,625	40,000
Licensee Income	10,000	25,000	(15,000)	-60.00%	0	10,000
Web Advertising	0	135,000	(135,000)	-100.00%	1,260	(1,260)
Print Advertising	20,330	30,000	(9,670)	-32.23%	22,560	(2,230)
List Rental Income/Mailing Service	3,121	5,000	(1,879)	-37.58%	4,126	(1,005)
TOTAL PARTNERSHIP MARKETING REVENUE	3,311,454	5,582,500	(2,271,046)	-40.68%	3,388,916	(77,462)
CONSUMER REVENUE:						
SwimBiz	6,530	10,000	(3,470)	-34.70%	7,960	(1,430)
Phillips 66 Summer Nationals	0	0	0	0.00%	3,500	(3,500)
Royalties	106,165	97,500	8,665	8.89%	75,596	30,569
Deck Pass App	0	0	0	0.00%	7,299	(7,299)
Publication/Video Sales	180	0	180	0.00%	330	(150)
SwimOutlet	63,941	120,000	(56,059)	-46.72%	43,076	20,865
Splash Magazine Subscriptions	595	2,000	(1,405)	-70.25%	586	9
TOTAL CONSUMER REVENUE	177,410	229,500	(52,090)	-22.70%	138,347	39,063
USOC PARTNERSHIP:						
USOC Performance Funding	2,266,650	3,022,200	(755,550)	-25.00%	2,266,650	0
USOC Performance VIK	60,000	60,000	0	0.00%	60,000	0
USOC Direct Athlete Support	2,207,300	2,207,300	0	0.00%	1,807,125	400,175
USOC International Relations Grant	12,800	15,000	(2,200)	-14.67%	4,320	8,480
TOTAL USOC PARTNERSHIP	4,546,750	5,304,500	(757,750)	-14.29%	4,138,095	408,655
INVESTMENT INCOME:						
Investment Income - Operating Budget	1,738,899	1,738,900	(1)	0.00%	990,500	748,399
Interest Income - Savings	3	0	3	0.00%	3	0
Interest Income - Short Term Securities	57,216	50,000	7,216	14.43%	66,854	(9,638)

USA Swimming, Inc.
Statement of Revenue
For the Periods Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
TOTAL INVESTMENT INCOME	1,796,118	1,788,900	7,218	0.40%	1,057,357	738,761
FOUNDATION AND SWIM-A-THON:						
USA Swimming Foundation	555,000	855,700	(300,700)	-35.14%	515,000	40,000
Foundation Rent	0	60,000	(60,000)	-100.00%	45,000	(45,000)
TOTAL FOUND. AND SWIM-A-THON	555,000	915,700	(360,700)	-39.39%	560,000	(5,000)
SPORT AND EVENTS:						
Golden Goggle Awards	13,104	0	13,104	0.00%	(43,616)	56,720
Coach Education Clinics	147,268	210,000	(62,732)	-29.87%	150,461	(3,193)
Altitude Camps	437,281	295,000	142,281	48.23%	543,482	(106,201)
Pro Swim Series Host Fees	55,000	60,000	(5,000)	-8.33%	0	55,000
International Swim League (ISL)	150,000	0	150,000	0.00%	0	150,000
Facilities Conference	8,673	8,000	673	8.41%	10,942	(2,269)
Club Governance Programs	235	0	235	0.00%	0	235
Custom Visits (BAP)	9,300	6,000	3,300	55.00%	500	8,800
Safe Sport Leadership Conference	3,275	0	3,275	0.00%	0	3,275
Safe Sport Materials	12,348	0	12,348	0.00%	14,679	(2,331)
International TV Rights	0	70,000	(70,000)	-100.00%	0	0
Other Registration	144,284	72,500	71,784	99.01%	74,223	70,062
TOTAL SPORTS AND EVENTS	980,768	721,500	259,268	35.93%	750,670	230,098
OTHER INCOME:						
NCAA Top Times List	96,720	96,700	20	0.02%	93,000	3,720
Combined Federal Campaign	3,926	0	3,926	0.00%	4,646	(720)
Imputed Interest - Prepaid Rent	113,811	151,700	(37,889)	-24.98%	122,752	(8,941)
Other Revenue	(65,570)	0	(65,570)	0.00%	60,759	(126,330)
TOTAL OTHER INCOME	148,886	248,400	(99,514)	-40.06%	281,157	(132,271)
TOTAL OPERATING REVENUE	\$33,999,765	\$37,994,900	(\$3,995,135)	-10.51%	\$33,091,081	\$908,684
INVESTMENT GAINS (LOSSES):						
Investment Income (Loss) less Operating Allocation	2,554,844	111,000	2,443,844	2201.66%	(183,773)	2,738,617
Money Manager Fees	(65,997)	(111,000)	45,003	-40.54%	(69,922)	3,925
TOTAL INVESTMENT GAINS (LOSSES)	2,488,847	0	2,488,847	0.00%	(253,695)	2,742,542
TOTAL REVENUE	\$36,488,612	\$37,994,900	(\$1,506,288)	-3.96%	\$32,837,386	\$3,651,227

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
TECHNICAL/SPORT:						
SPORT DEVELOPMENT						
<i>Athlete Development Programs</i>						
1117 LSC Camps	\$9,225	\$10,200	\$975	9.56%	\$6,251	(\$2,974)
1118 Zone Select Camps	118,223	120,600	2,377	1.97%	114,792	(3,431)
1119 National Select Camps	14,218	108,700	94,482	86.92%	16,940	2,722
1120 Camp (VIK)	19,125	25,000	5,875	23.50%	18,781	(345)
1135 Tech Services Support	29	2,900	2,871	99.00%	3,855	3,826
1163 Open Water Select Camp	62,500	60,500	(2,000)	-3.31%	58,440	(4,060)
Program Group Total	223,320	327,900	104,580	31.89%	219,059	(4,261)
<i>Coach Education and Development</i>						
1213 Coach Education Development	22,556	62,800	40,244	64.08%	24,449	1,893
1231 USA-S Hosted Coaches Clinics	62,577	100,000	37,423	37.42%	75,499	12,922
1233 Disability Swimming Coaches Workshop	0	0	0	0.00%	444	444
1237 Non-USAS Clinic Participation	24,245	38,100	13,855	36.37%	28,451	4,206
1240 Online Coach Clinics/Podcasts	5,032	15,900	10,868	68.35%	5,581	548
1242 Coach Mentoring	79,591	116,100	36,509	31.45%	84,814	5,223
1245 Master Coach Program	65,160	139,400	74,240	53.26%	59,807	(5,353)
1290 Travel & Program Support	114,696	171,000	56,304	32.93%	93,236	(21,461)
Program Group Total	373,858	643,300	269,442	41.88%	372,281	(1,577)
<i>Club Education and Development</i>						
1302 Club Excellence Program	442,535	463,000	20,465	4.42%	453,406	10,871
1305 Club Recognition Program	0	7,500	7,500	100.00%	0	0
1311 Club Governance Programs	13,105	47,000	33,895	72.12%	12,506	(599)
1314 Club Resources	11,721	33,600	21,879	65.12%	5,508	(6,213)
1332 Club Research Technology	25,695	50,600	24,905	49.22%	91,581	65,886
1390 Travel & Program Support	119,795	169,100	49,305	29.16%	149,118	29,324
Program Group Total	612,850	770,800	157,950	20.49%	712,120	99,270
<i>LSC Development & Education</i>						
1470 LSC Consulting	36,096	60,000	23,904	39.84%	65,240	29,144
1475 LEAP Program	33,608	70,500	36,892	52.33%	36,533	2,924
1481 Leadership Workshops	5,680	37,300	31,620	84.77%	2,254	(3,426)
Program Group Total	75,384	167,800	92,416	55.07%	104,026	28,642
<i>Facilities Advocacy & Development</i>						
1505 Build a Pool Conference	38,324	62,700	24,376	38.88%	31,612	(6,712)
1507 Aquatic Industry Relations	16,470	22,400	5,930	26.47%	26,179	9,709
1590 Travel & Program Support	9,927	11,800	1,873	15.88%	2,793	(7,133)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
<i>Program Group Total</i>	<u>64,720</u>	<u>96,900</u>	<u>32,180</u>	<u>33.21%</u>	<u>60,584</u>	<u>(4,136)</u>
Membership Growth and Diversity						
1638 Diversity Management Support	51,913	113,500	61,587	54.26%	57,875	5,962
1640 Community Swim Team Development	21,256	65,600	44,344	67.60%	48,578	27,321
1645 Zone Diversity Camps & Meetings	22,905	45,400	22,495	49.55%	25,430	2,526
1651 Diversity VIK	12,431	15,000	2,569	17.13%	12,973	542
1665 Diversity Select Camp	72,877	71,100	(1,777)	-2.50%	62,811	(10,065)
<i>Program Group Total</i>	<u>181,382</u>	<u>310,600</u>	<u>129,218</u>	<u>41.60%</u>	<u>207,667</u>	<u>26,286</u>
Committees						
1823 Convention Education Committee	8,868	13,500	4,632	34.31%	12,753	3,884
1830 LSC Development Committee	25,419	26,400	981	3.72%	13,959	(11,460)
1841 Disability Swimming Committee	215	600	385	64.13%	1,635	1,420
1842 Diversity Committee	20,931	20,800	(131)	-0.63%	9,041	(11,890)
1851 Age Group Development Committee	0	800	800	100.00%	6,226	6,226
1856 Club Development Committee	0	600	600	100.00%	8	8
1860 Governance Committee	0	0	0	0.00%	81	81
1865 Zone Director Committee	422	0	(422)	0.00%	0	(422)
1885 Senior Development Committee	0	11,200	11,200	100.00%	3,256	3,256
<i>Program Group Total</i>	<u>55,855</u>	<u>73,900</u>	<u>18,045</u>	<u>24.42%</u>	<u>46,961</u>	<u>(8,895)</u>
Administration						
1990 Administration & Operational Support	232,727	307,100	74,373	24.22%	216,786	(15,941)
1999 Salary and Benefits	1,577,926	2,209,500	631,574	28.58%	1,581,400	3,474
<i>Program Group Total</i>	<u>1,810,653</u>	<u>2,516,600</u>	<u>705,947</u>	<u>28.05%</u>	<u>1,798,186</u>	<u>(12,467)</u>
TOTAL SPORT DEVELOPMENT	<u>3,398,022</u>	<u>4,907,800</u>	<u>1,509,778</u>	<u>30.76%</u>	<u>3,520,884</u>	<u>122,862</u>

EVENTS AND MEMBER SERVICES

Events

2005 Olympic Trials	8,336	14,500	6,164	42.51%	4,087	(4,248)
2015 Pan Pacific Championships	0	0	0	0.00%	48,289	48,289
2018 Winter National Championships	2,365	239,700	237,335	99.01%	8,844	6,480
2019 National Championships/Trials	793,526	550,400	(243,126)	-44.17%	1,044,324	250,798
2022 International Swimming League Events	1,428	0	(1,428)	0.00%	0	(1,428)
2023 US Open	879	0	(879)	0.00%	29	(850)
2025 Pro Swim Series	312,179	344,300	32,121	9.33%	393,300	81,121
2027 Speedo Sectionals	205,000	215,000	10,000	4.65%	210,007	5,007
2028 IM Xtreme Games	4,000	24,000	20,000	83.33%	4,000	0
2029 Zone Championships	95,000	110,000	15,000	13.64%	90,657	(4,343)
2035 Futures Championships	121,662	137,800	16,138	11.71%	118,104	(3,558)
2040 Jr. Pan Pacific Championships	0	0	0	0.00%	25,000	25,000
2045 Jr. National Championships (Summer LC)	141,693	138,400	(3,293)	-2.38%	142,965	1,272

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
2050 Jr. NTL. Champ. (Winter SC) & Long Course Inv.	7,827	139,500	131,673	94.39%	3,131	(4,696)
2069 Open Water Championships	85,140	101,500	16,360	16.12%	75,276	(9,864)
2077 National Events Uniforming VIK	13,500	40,000	26,500	66.25%	47,998	34,498
2076 Bag Tags VIK	896	10,000	9,104	91.04%	175	(721)
2716 Omega Timing Systems VIK	0	320,000	320,000	100.00%	400,000	400,000
Program Group Total	1,793,430	2,385,100	591,670	24.81%	2,616,187	822,757
Member Programs						
2411 Member Dues and Services	7,953	18,300	10,347	56.54%	7,879	(74)
2412 Technology Projects	0	12,500	12,500	100.00%	3,544	3,544
2418 SWIMS 2.0	127,438	160,000	32,562	20.35%	72,541	(54,898)
2423 Rulebook	99,506	147,000	47,494	32.31%	113,683	14,177
2431 Swimposium	56,815	134,100	77,285	57.63%	54,737	(2,078)
2432 Zone Workshops	268,601	230,000	(38,601)	-16.78%	139,508	(129,093)
2434 On-Line Registration	67,387	150,000	82,613	55.08%	28,333	(39,054)
2498 Awards	16,519	13,200	(3,319)	-25.14%	18,539	2,020
Program Group Total	644,218	865,100	220,882	25.53%	438,762	(205,456)
Member Programs - Officials						
2433 Officials Training Sessions	55,100	132,000	76,900	58.26%	39,721	(15,379)
2437 Officials On-Line Testing	0	2,600	2,600	100.00%	0	0
2438 Officials Certification Program	0	15,200	15,200	100.00%	21,000	21,000
2440 Officials Clinic	800	2,300	1,500	65.20%	64,456	63,656
2441 Officials International Travel	19,862	30,100	10,238	34.01%	20,625	763
2450 Officials Mentoring & Training	748	4,300	3,552	82.60%	994	246
Program Group Total	76,511	186,500	109,989	58.98%	146,797	70,286
Other Programs and Services						
2501 Publications and Video Sales	27,956	40,000	12,044	30.11%	18,993	(8,963)
2502 Mailing Service	109	500	391	78.15%	144	35
2505 Trials Hospitality	0	1,500	1,500	100.00%	0	0
2518 Altitude Camps	519,073	300,000	(219,073)	-73.02%	598,452	79,379
2519 Times Projects	23,418	38,900	15,482	39.80%	51,511	28,093
2535 Pool Environment Research & Education	0	20,000	20,000	100.00%	0	0
2715 TV/Web Cast Production	1,134,328	1,261,000	126,672	10.05%	1,104,420	(29,908)
Program Group Total	1,704,886	1,661,900	(42,986)	-2.59%	1,773,521	68,635
Committees & Governance						
2801 Convention	130,867	112,500	(18,367)	-16.33%	82,853	(48,015)
2802 Convention - Athletes	90,389	128,200	37,811	29.49%	85,386	(5,004)
2825 Registration / Membership	14,346	16,200	1,854	11.44%	15,280	933
2832 Awards	381	300	(81)	-27.01%	890	509
2835 Credentials / Elections	3,263	3,000	(263)	-8.75%	1,800	(1,463)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
2836 Rules and Regulations	21,971	31,800	9,829	30.91%	24,407	2,436
2857 Times & Recognition Committee	6,198	23,000	16,802	73.05%	4,932	(1,266)
2862 Program & Events Committee	750	27,400	26,650	97.26%	0	(750)
2866 Officials	19,228	19,300	72	0.37%	20,589	1,361
2887 Athletes Executive Committee	19,356	30,500	11,144	36.54%	23,567	4,212
Program Group Total	306,749	392,200	85,451	21.79%	259,703	(47,047)
Administration						
2990 Administration & Operational Support	184,892	208,200	23,308	11.20%	188,952	4,060
2999 Salary and Benefits	1,067,265	1,551,300	484,035	31.20%	1,085,132	17,867
Program Group Total	1,252,157	1,759,500	507,344	28.83%	1,274,084	21,927
TOTAL EVENTS AND MEMBER SERVICES	5,777,951	7,250,300	1,472,349	20.31%	6,509,054	731,103
NATIONAL TEAM						
Competitions						
3001 Olympic Games	150	500	350	70.00%	0	(150)
3007 Pan Pacific Championships	0	0	0	0.00%	370,743	370,743
3013 Pan American Games	80,246	58,100	(22,146)	-38.12%	0	(80,246)
3015 World University Games	482,009	363,400	(118,609)	-32.64%	0	(482,009)
3020 NT vs. NCAA	0	0	0	0.00%	350	350
3031 Long Course World Championships	339,854	457,500	117,646	25.71%	0	(339,854)
3033 Short Course World Championships	476	0	(476)	0.00%	10,006	9,529
Program Group Total	902,735	879,500	(23,235)	-2.64%	381,099	(521,636)
Junior Team Programs						
3009 Jr. Team International Competition	116,207	202,500	86,293	42.61%	79,937	(36,270)
3012 Jr. Pan Pacific Championships	0	0	0	0.00%	277,379	277,379
3045 Junior Team Camps	41,258	60,200	18,942	31.47%	44,862	3,604
3050 FINA World Junior Championships	321,163	364,700	43,537	11.94%	0	(321,163)
3051 Jr. Team Pro Swim Series	7,700	38,500	30,800	80.00%	11,502	3,802
3053 World 100	11,654	20,600	8,946	43.43%	0	(11,654)
3992 Ntl. Jr. Team Program Support	20,762	41,000	20,238	49.36%	20,493	(269)
Program Group Total	518,744	727,500	208,756	28.69%	434,174	(84,570)
Open Water Programs						
3040 FINA Open Water Jr. Championships	7,948	34,500	26,552	76.96%	83,356	75,408
3061 Open Water World Championships	27,839	49,500	21,661	43.76%	0	(27,839)
3063 Open Water University Games	0	20,500	20,500	100.00%	0	0
3065 Open Water World Cup	79,071	91,500	12,429	13.58%	129,114	50,043
3067 Open Water Camps	14,947	50,200	35,253	70.22%	39	(14,908)
3068 Open Water - Foundation	20,427	25,000	4,573	18.29%	0	(20,427)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
3075 Open Water International Camps	102,680	79,100	(23,580)	-29.81%	0	(102,680)
3495 Open Water Program Support	20,071	29,000	8,929	30.79%	33,264	13,193
Program Group Total	272,983	379,300	106,317	28.03%	245,773	(27,210)
Camps						
3005 Olympic Games Prep Camps	0	20,000	20,000	100.00%	0	0
3069 National Team Specialty Camps	0	28,100	28,100	100.00%	21,797	21,797
3071 Altitude Training Camps	24,729	39,000	14,271	36.59%	30,161	5,432
3073 National Team Camps	55,049	43,000	(12,049)	-28.02%	55,855	806
3076 National Team International Camps	454,003	594,600	140,597	23.65%	123,139	(330,865)
3479 Advance Team Visits	21,006	21,000	(6)	-0.03%	14,417	(6,589)
Program Group Total	554,787	745,700	190,913	25.60%	245,369	(309,418)
Athlete Services						
3101 Athlete Support-Stipends & Grants	1,269,677	1,584,800	315,123	19.88%	1,079,375	(190,302)
3103 Athlete Support-Medals & Records	472,500	600,000	127,500	21.25%	431,250	(41,250)
3107 Athlete Support-Op Gold Qualification Bonus	493,750	585,000	91,250	15.60%	379,189	(114,561)
3024 Swim Squads	0	0	0	0.00%	32,076	32,076
3025 Pro Swim Series Athlete Support	586,627	830,000	243,373	29.32%	518,369	(68,258)
3021 World Cup Athlete Support	556	9,500	8,944	94.15%	22,533	21,977
3127 National Team Investment Grant	267,990	600,000	332,010	55.33%	277,152	9,162
3106 ConocoPhillips Athlete Support	39,748	100,000	60,252	60.25%	102,348	62,600
3110 National Team Uniforming (VIK)	335,358	325,000	(10,358)	-3.19%	120,659	(214,699)
3120 Athlete Support-Olympic Prep	2,132	20,000	17,868	89.34%	0	(2,132)
3130 Foundation Travel & Training	54,970	80,000	25,030	31.29%	16,847	(38,123)
3131 Foundation Athlete Endowments	22,500	80,000	57,500	71.88%	57,500	35,000
3453 Drug Control Program	8,954	70,200	61,246	87.25%	15,350	6,397
Program Group Total	3,554,762	4,884,500	1,329,738	27.22%	3,052,647	(502,115)
Coach Services						
3203 Coach Incentive & Reward Program	330,000	330,000	0	0.00%	330,000	0
3210 Olympic Team Prep - Coaches	48,835	20,000	(28,835)	-144.18%	5,000	(43,835)
3220 Contract Labor - National Team Tech Advisor	60,723	83,700	22,977	27.45%	17,622	(43,101)
3222 National Team Consultant	27,923	37,100	9,177	24.73%	21,394	(6,530)
3460 Olympic Staff Recognition	29,370	37,000	7,630	20.62%	11,760	(17,610)
3010 Coach Education	21,462	34,100	12,638	37.06%	19,963	(1,498)
3077 National Team Coaches Meeting	113,624	114,000	376	0.33%	109,813	(3,811)
Program Group Total	631,938	655,900	23,962	3.65%	515,552	(116,386)
High Performance Support						
3301 National Team Performance Support	103,619	155,600	51,981	33.41%	132,701	29,082
3310 USOC Practitioner Travel Support	54,502	26,700	(27,802)	-104.13%	9,966	(44,535)
Program Group Total	158,121	182,300	24,179	13.26%	142,667	(15,454)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
<i>Sport Medicine & Science</i>						
3201 Athletes and Coach Wellness Programs	400	0	(400)	0.00%	0	(400)
3353 Sport Medicine & Science Network	102,404	117,600	15,196	12.92%	99,980	(2,423)
3155 Elite Athlete Accident Coverage	35,500	35,000	(500)	-1.43%	32,825	(2,675)
3200 Athlete Life Skills	14,208	40,000	25,793	64.48%	867	(13,340)
3351 Athlete Testing & Lab Expenses	13,739	27,100	13,361	49.30%	13,961	222
3390 Sport Medicine & Science Program Support	15,477	51,700	36,223	70.06%	0	(15,477)
Program Group Total	181,728	271,400	89,672	33.04%	147,633	(34,094)
<i>Other Programs and Services</i>						
3481 National Team Equipment	10,620	18,500	7,880	42.59%	10,007	(614)
3496 National Team Selection	3,250	0	(3,250)	0.00%	0	(3,250)
3499 Team Management Technology	67,068	0	(67,068)	0.00%	64,800	(2,268)
Program Group Total	80,939	18,500	(62,439)	-337.51%	74,807	(6,132)
<i>Committees</i>						
3846 Sports Medicine	0	3,300	3,300	100.00%	202	202
3850 Open Water Development	0	800	800	100.00%	45	45
3868 Open Water Committee	7,228	16,900	9,672	57.23%	5,525	(1,704)
3882 National Steering Committee	13,247	16,600	3,353	20.20%	11,246	(2,001)
3888 National Team Ath Committee	65	12,300	12,235	99.47%	3,584	3,519
Program Group Total	20,541	49,900	29,359	58.84%	20,601	61
<i>Administration</i>						
3990 Administration & Operational Support	233,934	222,600	(11,334)	-5.09%	240,625	6,690
3999 Salary and Benefits	1,222,982	1,875,300	652,318	34.78%	1,187,525	(35,457)
Program Group Total	1,456,916	2,097,900	640,984	30.55%	1,428,150	(28,767)
TOTAL NATIONAL TEAM	8,334,194	10,892,400	2,558,206	23.49%	6,688,472	(1,645,722)
TOTAL TECHNICAL/SPORT	17,510,167	23,050,500	5,540,333	24.04%	16,718,410	(791,757)
OTHER PROGRAMS:						
COMMERCIAL						
<i>Partnerships & Event Marketing</i>						
5901 Marketing & Contract Fulfillment	217,128	187,900	(29,228)	-15.56%	94,279	(122,849)
5905 Sales Development Support	28,992	50,000	21,008	42.02%	40,453	11,461
5620 Family Program	41,604	34,600	(7,004)	-20.24%	27,694	(13,910)
5715 SwimBiz	84,153	75,000	(9,153)	-12.20%	70,815	(13,338)
5709 Nationals Marketing	560,483	334,190	(226,293)	-67.71%	575,967	15,484

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
5760 Jr Nationals Marketing	2,332	75,000	72,668	96.89%	0	(2,332)
5762 Pro Swim Series Marketing	173,574	143,340	(30,234)	-21.09%	0	(173,574)
5764 US Open Marketing	3,030	36,000	32,970	91.58%	0	(3,030)
5770 Event Marketing	2,110	38,570	36,460	94.53%	0	(2,110)
5755 USA Swimming House-Trials	7,800	10,200	2,400	23.53%	0	(7,800)
5913 Multicultural Promotions	0	98,600	98,600	100.00%	76,068	76,068
5902 Merchandise Program	9,985	26,000	16,015	61.59%	10,339	353
5911 Aqua Zone - Olympic Trials	14,254	15,000	746	4.97%	5,700	(8,554)
Program Group Total	1,145,446	1,124,400	(21,046)	-1.87%	901,316	(244,130)
Communications						
5109 Athlete Partnership Fulfillment	27,255	50,000	22,745	45.49%	13,401	(13,855)
5722 Social Media Aggregation	5,850	0	(5,850)	0.00%	0	(5,850)
5714 PR-USA Swimming Programs	29,269	75,000	45,731	60.97%	5,422	(23,847)
5724 Communication Operations	193,685	171,200	(22,485)	-13.13%	172,994	(20,691)
Program Group Total	256,060	296,200	40,140	13.55%	191,816	(64,243)
Creative Services						
5720 Video Production Services	5,394	25,000	19,606	78.43%	4,431	(963)
5711 Splash Magazine	531,454	812,700	281,246	34.61%	438,569	(92,885)
5730 USA Swimming Productions	741,225	856,200	114,975	13.43%	707,973	(33,252)
5710 Membership/Recruiting Promotion (SwimToday)	196,619	450,000	253,381	56.31%	353,902	157,283
5904 Marketing Contract Labor	6,500	0	(6,500)	0.00%	76,100	69,600
Program Group Total	1,481,192	2,143,900	662,708	30.91%	1,580,975	99,784
Business Intelligence & Digital Platforms						
5713 Deck Pass	6,523	125,000	118,477	94.78%	19,349	12,825
5716 Swimjitsu	8,298	0	(8,298)	0.00%	4,749	(3,548)
5718 usaswimming.org - Web site	372,246	527,200	154,954	29.39%	363,374	(8,872)
Program Group Total	387,067	652,200	265,133	40.65%	387,472	405
Administration & Operational Support						
5990 Administration & Operational Support	221,849	243,500	21,651	8.89%	226,694	4,844
5999 Salary and Benefits	1,328,721	2,291,400	962,679	42.01%	1,475,243	146,522
Program Group Total	1,550,570	2,534,900	984,330	38.83%	1,701,936	151,366
TOTAL COMMERCIAL	4,820,334	6,751,600	1,931,266	28.60%	4,763,515	(56,819)

RISK MANAGEMENT SERVICES

Member Programs

9413 Member Insurance Premiums & Retention	2,488,107	3,102,800	614,693	19.81%	2,838,894	350,788
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USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
9415 Other Risk Management	10,000	16,700	6,700	40.12%	10,334	334
Program Group Total	2,498,107	3,119,500	621,393	19.92%	2,849,228	351,121
Committees						
9827 Operational Risk Committee	20,688	32,300	11,612	35.95%	33,627	12,939
Program Group Total	20,688	32,300	11,612	35.95%	33,627	12,939
Administration						
9490 Administration & Operational Support	12,738	27,400	14,662	53.51%	12,692	(46)
Program Group Total	12,738	27,400	14,662	53.51%	12,692	(46)
TOTAL RISK MANAGEMENT SERVICES	2,531,532	3,179,200	647,668	20.37%	2,895,547	364,015
FOUND. & MAKE A SPLASH SUPPORT						
6666 Foundation Support	0	0	0	0.00%	187,500	187,500
6667 USA Swimming Staff Allocation	0	311,000	311,000	100.00%	0	0
TOTAL FOUNDATION & MAS SUPPORT	0	311,000	311,000	100.00%	187,500	187,500
TOTAL OTHER PROGRAMS	7,351,866	10,241,800	2,889,934	28.22%	7,846,562	494,696
SUPPORT DIVISIONS:						
EXECUTIVE						
Other Executive						
7920 CEO Contingency	54,605	60,000	5,395	8.99%	21,160	(33,445)
7930 Board Chair Travel and Expenses	37,097	35,000	(2,097)	-5.99%	24,161	(12,936)
7945 CSCAA Grant	90,000	125,000	35,000	28.00%	90,000	0
7971 Organizational Relations - Domestic	50,081	80,000	29,919	37.40%	80,184	30,103
7984 Organizational Relations - Internat'l	24,177	65,000	40,823	62.80%	30,737	6,560
7981 International Relations	26,495	69,100	42,605	61.66%	46,956	20,461
7937 Splash Makers II	0	0	0	0.00%	1,536	1,536
Program Group Total	282,456	434,100	151,644	34.93%	294,734	12,278
Committees & Governance						
7803 Board of Directors	85,195	185,300	100,105	54.02%	86,858	1,663
7805 Executive Committee	0	0	0	0.00%	461	461
7807 Zone Administration	0	0	0	0.00%	17	17
7808 Task Force & Other Committees	104,626	34,000	(70,626)	-207.72%	98,623	(6,003)
7811 International Relations Committee	8,778	31,000	22,222	71.68%	17,838	9,060

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
7820 Nominating Committee	1,468	0	(1,468)	0.00%	149	(1,319)
Program Group Total	200,067	250,300	50,233	20.07%	203,945	3,878
Administration						
7990 Administration & Operational Support	95,044	100,300	5,256	5.24%	98,400	3,356
7999 Salary and Benefits	584,702	767,800	183,098	23.85%	498,327	(86,376)
Program Group Total	679,746	868,100	188,354	21.70%	596,726	(83,019)
TOTAL EXECUTIVE	1,162,269	1,552,500	390,231	25.14%	1,095,406	(66,863)
FINANCE						
Other Programs						
8500 LSC/Club Financial Resources	5,056	10,000	4,944	49.44%	3,993	(1,063)
Program Group Total	5,056	10,000	4,944	49.44%	3,993	(1,063)
Committees						
8895 Investment Committee	104	300	196	65.20%	58	(46)
8880 Audit Committee	0	300	300	100.00%	11	11
Program Group Total	104	600	496	82.60%	69	(35)
Administration						
8990 Administration & Operational Support	129,883	133,200	3,317	2.49%	105,645	(24,239)
8999 Salary and Benefits	843,850	995,500	151,649	15.23%	571,502	(272,349)
Program Group Total	973,734	1,128,700	154,966	13.73%	677,146	(296,588)
TOTAL FINANCE	978,894	1,139,300	160,406	14.08%	681,208	(297,685)
BUSINESS AFFAIRS						
Legal and NBR						
9695 Legal	312,513	150,000	(162,513)	-108.34%	59,843	(252,669)
9692 National Board of Review	24	54,000	53,976	99.96%	33,809	33,785
9690 Legal - Admin. & Oper. Support	5,889	8,400	2,511	29.89%	16,985	11,096
Program Group Total	318,426	212,400	(106,026)	-49.92%	110,638	(207,788)
Safe Sport						
9335 Safe Sport - Background Checks	17,099	61,200	44,101	72.06%	18,827	1,729
9370 LSC Safe Sport Chairs Workshop	0	0	0	0.00%	344	344
9375 Safe Sport Online Education	45,000	77,200	32,200	41.71%	2,185	(42,815)
9386 Safe Sport Athlete Fellowship	11,956	21,500	9,544	44.39%	12,775	819
9385 Safe Sport Programs	164,176	235,800	71,624	30.37%	238,141	73,965
9387 Safe Sport - USOC Center for Safe Sport	155,205	158,200	2,995	1.89%	42,900	(112,305)
9388 Safe Sport - Leadership Conference	47,829	63,600	15,771	24.80%	0	(47,829)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Quarter Ended September 30, 2019

	Year To Date Actual	2019 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2018	Favorable (Unfavorable)
9389 Safe Sport - SwimAssist	113,274	100,000	(13,274)	-13.27%	18,545	(94,729)
Program Group Total	554,539	717,500	162,961	22.71%	333,718	(220,821)
Other Programs						
9380 Human Resources	89,980	97,600	7,620	7.81%	75,035	(14,945)
9290 Government Affairs	8,640	167,700	159,060	94.85%	0	(8,640)
9295 Information Technology Support	447,684	640,200	192,516	30.07%	413,226	(34,457)
Program Group Total	546,303	905,500	359,197	39.67%	488,262	(58,042)
Committees						
9810 Safe Sport Committee	11,909	32,500	20,591	63.36%	11,041	(867)
Program Group Total	104	600	496	82.60%	69	(35)
Administrative						
9990 Administration & Operational Support	166,847	198,500	31,653	15.95%	129,638	(37,209)
9999 Salary and Benefits	1,628,258	2,181,500	553,242	25.36%	1,423,215	(205,043)
Program Group Total	1,795,105	2,380,000	584,894	24.58%	1,552,853	(242,252)
TOTAL BUSINESS AFFAIRS	3,226,282	4,247,900	1,021,617	24.05%	2,496,512	(729,771)
TOTAL SUPPORT DIVISIONS	5,367,445	6,939,700	1,572,255	22.66%	4,273,126	(1,094,319)
GRAND TOTALS	\$30,229,478	\$40,232,000	\$10,002,522	24.86%	\$28,838,098	(\$1,391,380)

USA Swimming, Inc.
Statement of Cash Flow
For the Quarter and 9 Months Ended September 30, 2019

	September 30, 2019	
	Quarter 3	YTD
Operating activities:		
Change in Net Assets	\$ (7,070,575)	\$ 5,240,923
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	(338,013)	286,295
Net realized and unrealized (gains) losses on investments	(220,775)	(3,707,821)
Changes in operating assets and liabilities:		
Accounts receivable	(5,916,085)	(6,689,720)
Prepaid expenses and deferred changes	82,715	279,948
Deposit	-	-
Olympic Trials Joint Venture	-	(100,000)
Accounts payable, accrued exp and other liabilities	(1,579,812)	(589,046)
Deferred revenue	6,410,564	(6,269,095)
Net cash provided by/(used in) operating activities	(1,561,406)	(16,789,439)
Investing activities:		
(Purchase)/Proceeds of Short-term investments, net	995,017	5,973,222
(Purchase)/Proceeds of Long-term investments, net	7,393,994	8,246,387
Decrease in prepaid rent	47,167	141,501
Acquisition of property and equipment	(194,032)	(2,960,839)
Net cash provided by/(used in) investing activities	8,242,146	11,400,271
Financing activities:		
Collection of pledges receivable restricted for endowment	-	-
Net cash provided by/(used in) financing activities	-	-
Net increase/(decrease) in cash	(389,835)	(148,245)
Cash beginning of period	1,486,343	1,244,753
Cash end of period	\$ 1,096,508	\$ 1,096,508

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
Eric Skufca, Chief Financial Officer
RE: Internal Report – Management Parameters
Semi-Annual Monitoring on **Policy 3.6: Budget – Annual Forecast**

We hereby present the monitoring report on the Board's policy 3.6 "Financial Planning and Budgeting" in accordance with the monitoring schedule set forth in Board policy. The information contained in this report, and the attached budget forecast for FY 2020 true as of November 15, 2019.

Signed , President & CEO

, CFO

Date: November 15, 2019

BROADEST PROVISION: Financial planning for any fiscal year, the remaining part of any fiscal year, or any quadrennial cycle will not deviate materially from the Board's Ends priorities, risk financial jeopardy or fail to address multi-year planning needs and considerations.

CEO's INTERPRETATION: (No change since previous report) I submit that the Board has comprehensively interpreted this policy statement in its subsequent provisions, with interpretation of "multi-year planning" to be for the current quadrennial cycle, except that in the last year of a quad this will extend to the subsequent quad.

I also interpret this policy to indicate that, as CEO, I have the authority to revise the budget throughout the year, with it being my obligation to keep the Board apprised of material changes, which must meet all of the criteria in this policy, unless specifically waived by the Board.

REPORT: The attached budget for FY 2020 projects total operating revenues of \$44,716,445, and expenses of \$40,757,681, for a net operating SURPLUS for the year of \$3,958,764. This budget, combined with the current 2019 forecast, 2018 actuals, and 2017 actuals currently has the quad operating (DEFICIT) at (\$582,069).

We report COMPLIANCE from a 2020 annual perspective and NON-COMPLIANCE from a 2020 quad perspective at this time, but are continuing to actively analyze and strategize areas to meet and exceed the 2019 operating budget and the 2020 quad budget goal.

PROVISION #1: (The CEO will not allow budgeting that...) **Risks incurring those liquidity situations or conditions described as unacceptable in the Financial Conditions and Activities policy.**

CEO's INTERPRETATION: (No change since previous report) We interpret this policy to mean that our budget must plan for the consistent compliance with the cash flow/liquidity requirements of that policy, e.g. that we run a positive cash-flow operation (with allowance for slight variations in the course of the quadrennial cycle and annual membership cycle), not incurring debt, not tapping into the Operating Reserve except for temporary periods or without Board approval, etc.

REPORT: As referenced above, our 2020 annual budget projects a SURPLUS of \$3,958,764. The budget forecast and cash flow projections support our expectations of being able to comply with all other provisions regarding liquidity, payments and collections.

We report COMPLIANCE.

PROVISION #2: (The CEO will not allow budgeting that...) **Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.**

- A. **Investment income from Undesignated and Board-Designated Operating Reserve funds may be conservatively projected as operating revenue.**

CEO's INTERPRETATION: (No change since previous report) I interpret this policy to mean that the budget prepared, utilized and available for presentation must have adequate data to support the projections. It must highlight the separation of capital items from operational expenses, and convey the key assumptions used in creating the projections.

REPORT: The 2019 budget planning process was refined for presentation to the Board in November 2018. Business unit and department management rigorously reviewed and ensured the merit of planned expenditures. Projections of revenues were built on assumptions supported by history and current developments. A summary with variance explanations of the assumptions accompanied the presentation. The budget contains sufficient detail for subsequent auditor traceability (as was the case for the 2018 audit). Comparison of Y-T-D budget vs. actual performance, as highlighted in the P&L Statement accompanying the report on policy 3.4 "Financial Condition & Activities," reflects the overall credibility of our budget projections. Thus far in 2019, the most substantial deviations from budget have been:

- Corporate and Consumer Revenue under budget by approximately (\$565,000) total (91% of goal),
- Write-off of an Olympic Games prep trip hotel contract of (\$294,000),
- Summer Nationals Event production (\$245,000),
- Insurance Premiums +\$234,000,
- Unbudgeted International Swim League (ISL) revenue contract of +\$225,000 (net expenses of approximately (\$25,000)),
- Operating Legal (\$210,000),
- Commercial Event Marketing (\$208,000),
- Commercial Flex Membership promotion +\$200,000 (able to reuse creative/campaigns), and
- Junior Team programs of +\$185,000.

For the 2020 budget planning process, business unit and department management rigorously reviewed and ensured the merit of planned expenditures considering prior Olympic-year items as well as trends from 2019 and prior (including the items and areas listed above).

We report COMPLIANCE.

PROVISION #3: (The CEO will not allow budgeting that...) **Plans the expenditure in any quadrennial cycle of more funds than are conservatively projected to be received.**

CEO's INTERPRETATION: (No change since previous report) This policy requires that a conservative projection of revenues is to exceed our most realistic projection of expense for any quad cycle. "Conservatism" is based on certainty. Revenues expected from established sources/contracts are projected at 100% certainty, and amounts from contracts/activities with which we don't have a track record are projected at lower amounts. Investment income is based on a conservative long-term return of 4.7% annually from a portfolio of 60% equities and 40% fixed income. We know for certain that actual returns will vary from this target, but drawing this amount (even in negative return years) will not jeopardize the long-term viability of the portfolio.

REPORT: To summarize forecasted operating results for the 2017-2020 Quad,

FY 2017	Revenues \$35,614,853	Expenses \$36,362,666	Net (\$747,813)
FY 2018	Revenues \$36,099,844	Expenses \$37,553,628	Net (\$1,453,784)
FY 2019 (attached forecast)	Revenues \$38,183,772	Expenses \$40,523,008	Net (\$2,339,236)
FY 2020 (attached budget)	Revenues \$44,716,445	Expenses \$40,757,681	Net \$3,958,764
Quad Total – Current forecast:	Revenues \$154,614,914	Expenses \$155,196,982	Net (\$582,069)

We report NON-COMPLIANCE at this time, but are continuing to actively analyze and strategize areas to meet and exceed the 2019 operating budget and the 2020 quad budget goal. Please note the current quad deficit above is better than the (\$955,596) quad deficit the Board reviewed and authorized for reserve spend in April 2019. We still strive for a breakeven operating budget for the quad.

PROVISION #4: (The CEO will not allow budgeting that...) Fails to allocate appropriate gross cash revenues to the Board Designated Operating Reserve, if that fund level is and has been less than 75% of its targeted threshold of six months (50% of annual) Program Funding and Operating Costs for two consecutive years.

CEO's INTERPRETATION: (No change since previous report) If the Operating Reserve as measured at FYE is less than 75% of the targeted threshold (50% of budget) for two consecutive years, the CEO will direct the CFO and senior staff to budget operating surpluses to raise the Operating Reserve to its targeted threshold over the following two years.

REPORT: The CFO calculates the Operating Reserve requirement (at least) annually after our annual audit per the policy. Based on the policy, the targeted operating reserve amount is \$20,116,000 (six months budgeted operating expenses).

As of December 31, 2018, the CFO reported a (\$521,178) shortage, primarily due to the Q4 2018 market performance on the portfolio which significantly affected the reserve calculation (\$2,480,166 total investment loss in 2018).

As of March 31, 2019, the CFO reported \$2,180,601 of excess reserves above the required Operating Reserve of \$20,116,000.

The CFO continued the calculation as of June 30, 2019 and September 30, 2019 and has reported (\$2,937,501) and (\$4,052,392) reserve shortages respectively below the \$20,116,000 threshold at June 30, 2019 and September 30, 2019. The shortage is primarily attributable to the reserve spending on fixed assets with the building remodel (fixed assets have increased a net \$2,674,543 since 12/31/2018), other Board approved reserve spending, as well as the operating deficits in 2018 and 2019.

Note the December 31, 2018 calculation was at 97% of the targeted reserve level (or 5.84 months vs. the targeted 6 months) and then rebounded to 111% (or 6.65 months) as of March 31, 2019. June 30, 2019 and September 30, 2019 were at 85% and 80% respectively of the targeted reserve level (or 5.12 and 4.79 months respectively).

Policy states:

"If the Operating Reserve is and has been less than 75% of the targeted reserve level for two consecutive years, the Board of Directors, in the absence of any extraordinary circumstances, will adopt an operational budget that includes a projected surplus sufficient to rebuild the Operating Reserve Fund to its targeted reserve level over the following two years."

Given our historical position, market performance in 2018, projected operating results in 2019 and 2020, and the current reserve calculation, the Vice Chair of Fiscal Oversight and CFO recommend no changes or concern at this point. Operating Reserve will be calculated again after the 2019 annual audit.

Additionally, the corporation also has \$18,976,632 of Board Designated funds from the sale of USSIC in reserves. Only \$5,000,000 of which is dedicated to a guarantee related to the sale.

We report COMPLIANCE.

PROVISION #5: (The CEO will not allow budgeting that...) **Omits allocation for Board activities per the Budgeting for Board Prerogatives policy (see policy in Board Process).**

CEO's INTERPRETATION: The annual operating budget is to ensure availability of funds to support Board functions. While this has always been the case, the new governance structure does create greater clarity and accountability regarding Board and management domains.

This policy requires that I ensure that the annual budget incorporates funding for Board prerogatives related to its governance functions.

REPORT: At its September 11, 2019 Board meeting, the Board approved, per its policy 2.10.3, its budget for Board prerogatives for FY 2020. These allocations are included in the attached 2020 budget forecast.

We report COMPLIANCE.

USA Swimming
2019 Budget vs. 2019 Projection Summary
As of 11/14/2019

	Approved Budget 2019	Current Forecast 2019	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
REVENUE:					
Membership	\$ 23,203,900	\$ 23,203,900	\$ -	0.0%	Utilizing "Cost of Flex" reserves below. Projecting ~\$700K to be used with \$1M approved/budgeted to be used.
Corporate Revenue	5,582,500	5,056,375	(526,125)	-9.4%	Assumes Comcast signs at full antic. amounts. More alloc exp than budg (-\$225K) (Team Unify, Masters). No web adv as budg (-\$135K).
Consumer Revenue	229,500	191,500	(38,000)	-16.6%	See Corporate Revenue above.
USOPC Partnership	5,304,500	5,305,500	1,000	0.0%	Contracted with Perf Partnership Agreement and Direct Athlete Support.
Investment Income	1,788,900	1,798,900	10,000	0.6%	Proj. \$10K more in ST Interest income. Investment Income budget/draw sch based off of 4.7% of the 12/31/17 portf balance.
Foundation	915,700	1,136,250	220,550	24.1%	
Sport and Events	721,500	1,242,900	521,400	72.3%	Will net zero with NT exp below. Toyota, Shackley, accelerated Meyer Shaffer, and increased NT T&T Fund distribution caused increase.
Other Income	248,400	248,447	47	0.0%	ISL unbudgeted \$225K, GGA \$75K (budgeted net zero with Foundation donation), Altitude Camps (+230K, but nets with nearly same expenses). Rent, NCAA contract, etc.
Total Revenue	37,994,900	38,183,772	188,872	0.5%	
EXPENSES:					
Technical/Sport:					
Sport Development	4,907,800	4,775,663	132,137	2.7%	See Program expense projections for full detail. Material items below:
Events and Member Services	7,250,300	7,879,826	(629,526)	-8.7%	Club & Coach education (+\$130), LEAP (+\$22K), Committees (+17K).
National Team Division	10,892,400	10,773,541	118,859	1.1%	Summer Nationals Event Production (-\$245K), US Open (-\$100K), Omega VIK (-\$80K) nets zero with revenue, Altitude Camps (\$-275K) nets approx. zero with revenue, PSS (-\$25K), Member Programs (+\$120K), Committees (+\$64K).
Total Technical/Sport	23,050,500	23,429,029	(378,529)	-1.6%	Junior Team programs (+\$185K). Camps (+\$165K). Athlete Services (+\$82K), Maui contract (\$-294K).
Other Programs:					
Commercial	6,751,600	6,527,499	224,101	3.3%	Payroll (+315K), Mbrship promo (Flex) (+\$200K), Event Marketing (-\$208), DP app (+\$88K), Splash Magazine (-\$70K), Comms Ops (-\$73K).
Risk Management	3,179,200	2,919,987	259,213	8.2%	Insurance premiums.
Foundation & Make a Splash Support	311,000	311,000	-	0.0%	Net zero with portion of FDN revenue line (Swimming staff allocation).
Total Other Programs	10,241,800	9,758,486	483,314	4.7%	
Administration:					
Executive	1,552,500	1,743,311	(190,811)	-12.3%	Consultants more than budgeted (\$158K).
Finance	1,139,300	1,228,429	(89,130)	-7.8%	Staffing crossover (CFO), Sr. Accountant replacement, 401K plan moved here from Exec.
Business Affairs	4,247,900	4,363,751	(115,852)	-2.7%	Legal (-\$210K), Gov. Affairs (+\$160), Hired Sr. Software Engineer from our Consultant (less \$ in long run).
Total Administration	6,939,700	7,335,492	(395,792)	-5.7%	
Total Expenses	40,232,000	40,523,008	(291,008)	-0.7%	
OPERATING SURPLUS (DEFICIT)	(2,237,100)	(2,339,236)	(102,136)	-4.6%	
Planned Reserve Investments:					
Disaster Donations	-	(25,000)	(25,000)		BOD approved disaster relief assistance if/when properly requested and not to exceed an annual amount of ~\$25K.
Special IT Projects (CRM)	(950,000)	(622,914)	327,086		Spent the \$327K in 2018 so this will bring us to approved amount through 2019.
Remodel Depreciation	(120,000)	-	120,000		TBD based on lease ext. with USOPC. \$150K USOPC and \$25K EI Pomar Grants received in '19, taking it above the line in '19.
Safe Sport Expenses / Contingency	-	(30,000)	(30,000)		Remainder of \$750K total approved in 2018.
Legal	-	(1,000,000)	(1,000,000)		To seek BOD approval.
Cost of Flex	(1,000,000)	(700,000)	300,000		Projecting less than what was approved for 2019.
Athlete Leadership Camp	(214,000)	(165,000)	49,000		
Total Reserve Investments	(2,284,000)	(2,542,914)	(258,914)	-11.3%	
Surplus (Deficit) Before Investment G/(L)	(4,521,100)	(4,882,150)	(361,050)	-8.0%	
Investment Gains (Losses)	-	1,250,000	1,250,000		Conservatively projecting based on Q1 - Q3 portfolio gains. In addition to what is taken to Investment Income "above the line".
NET SURPLUS (DEFICIT)	<u>\$ (4,521,100)</u>	<u>\$ (3,632,150)</u>	<u>\$ 888,950</u>	19.7%	

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
OPERATING REVENUE:				
MEMBERSHIP:				
Athlete Membership	\$18,990,480	\$18,361,200	\$19,003,260	\$642,060
Flex	252,180	413,250	251,690	(161,560)
Cost of Flex	0	1,000,000	720,315	(279,685)
Outreach Athlete Membership	53,210	56,825	53,215	(3,610)
Seasonal Athlete Membership	560,820	701,760	561,600	(140,160)
Non-Athlete Membership	2,368,610	2,413,860	2,384,280	(29,580)
Life Membership	37,334	36,000	35,000	(1,000)
Allied Membership	500	1,000	1,000	0
Club Membership	212,310	212,310	212,310	0
Seasonal Club Membership	4,800	4,560	4,680	120
Affiliate Membership	500	800	800	0
Single Meet Open Water	1,510	1,920	1,510	(410)
Delegate Fees	500	350	350	0
Other Membership Income	624	65	(26,110)	(26,175)
TOTAL MEMBERSHIP	22,483,378	23,203,900	23,203,900	0
PARTNERSHIP MARKETING REVENUE:				
Corporate Sponsorship	3,107,378	5,035,000	4,813,500	(221,500)
Supplier Income	170,625	352,500	202,875	(149,625)
Licensee Income	10,000	25,000	15,000	(10,000)
Web Advertising	0	135,000	0	(135,000)
Print Advertising	20,330	30,000	25,000	(5,000)
List Rental Income/Mailing Service	3,121	5,000	0	(5,000)
TOTAL PARTNERSHIP MARKETING REVENUE	3,311,454	5,582,500	5,056,375	(526,125)
CONSUMER REVENUE:				
SwimBiz	6,530	10,000	6,500	(3,500)
Royalties	106,165	97,500	100,000	2,500
Publication/Video Sales	180	0	0	0
SwimOutlet	63,941	120,000	85,000	(35,000)
Splash Magazine Subscriptions	595	2,000	0	(2,000)
TOTAL CONSUMER REVENUE	177,410	229,500	191,500	(38,000)
USOC PARTNERSHIP:				
USOC Performance Funding	2,266,650	3,022,200	3,022,200	0
USOC Performance VIK	60,000	60,000	60,000	0
USOC Direct Athlete Support	2,207,300	2,207,300	2,207,300	0
USOC International Relations Grant	12,800	15,000	16,000	1,000
TOTAL USOC PARTNERSHIP	4,546,750	5,304,500	5,305,500	1,000
INVESTMENT INCOME:				
Investment Income - Operating Budget	1,738,899	1,738,900	1,738,900	0
Interest Income - Savings	3	0	0	0
Interest Income - Short Term Securities	57,216	50,000	60,000	10,000
TOTAL INVESTMENT INCOME	1,796,118	1,788,900	1,798,900	10,000
FOUNDATION AND SWIM-A-THON:				
USA Swimming Foundation	555,000	855,700	1,076,250	220,550
Foundation Rent	0	60,000	60,000	0
TOTAL FOUND. AND SWIM-A-THON	555,000	915,700	1,136,250	220,550
SPORT AND EVENTS:				
Golden Goggle Awards	13,104	0	75,000	75,000
Coach Education Clinics	147,268	210,000	188,000	(22,000)
Altitude Camps	437,281	295,000	525,000	230,000
Pro Swim Series Host Fees	55,000	60,000	65,000	5,000
International Swim League (ISL)	150,000	0	225,000	225,000
Facilities Conference	8,673	8,000	8,600	600
Club Governance Programs	235	0	0	0
Custom Visits (BAP)	9,300	6,000	9,300	3,300
Safe Sport Leadership Conference	3,275	0	0	0
Safe Sport Materials	12,348	0	12,000	12,000
International TV Rights	0	70,000	0	(70,000)
Other Registration	144,284	72,500	135,000	62,500
TOTAL SPORTS AND EVENTS	980,768	721,500	1,242,900	521,400
OTHER INCOME:				
NCAA Top Times List	96,720	96,700	96,700	0
Combined Federal Campaign	3,926	0	0	0
Imputed Interest - Prepaid Rent	113,811	151,700	151,747	47
Other Revenue	(65,570)	0	0	0

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
TOTAL OTHER INCOME	148,886	248,400	248,447	47
TOTAL OPERATING REVENUE	\$33,999,765	\$37,994,900	\$38,183,772	\$188,872

OPERATING EXPENSES:

TECHNICAL/SPORT:

SPORT DEVELOPMENT

Athlete Development Programs

1117 LSC Camps	\$9,225	\$10,200	\$10,200	\$0
1118 Zone Select Camps	118,223	120,600	118,424	2,176
1119 National Select Camps	14,218	108,700	108,700	0
1120 Camp (VIK)	19,125	25,000	25,000	0
1135 Tech Services Support	29	2,900	2,900	0
1163 Open Water Select Camp	62,500	60,500	62,718	(2,218)
Program Group Total	223,320	327,900	327,942	(42)

Coach Education and Development

1213 Coach Education Development	22,556	62,800	62,800	0
1231 USA-S Hosted Coaches Clinics	62,577	100,000	73,850	26,150
1237 Non-USAS Clinic Participation	24,245	38,100	38,100	0
1240 Online Coach Clinics/Podcasts	5,032	15,900	5,099	10,801
1242 Coach Mentoring	79,591	116,100	114,100	2,000
1245 Master Coach Program	65,160	139,400	114,245	25,155
1290 Travel & Program Support	114,696	171,000	171,000	0
Program Group Total	373,858	643,300	579,194	64,106

Club Education and Development

1302 Club Excellence Program	442,535	463,000	463,000	0
1305 Club Recognition Program	0	7,500	7,500	0
1311 Club Governance Programs	13,105	47,000	25,670	21,330
1314 Club Resources	11,721	33,600	33,600	0
1332 Club Research Technology	25,695	50,600	30,600	20,000
1390 Travel & Program Support	119,795	169,100	144,200	24,900
Program Group Total	612,850	770,800	704,570	66,230

LSC Development & Education

1470 LSC Consulting	36,096	60,000	60,000	0
1475 LEAP Program	33,608	70,500	48,500	22,000
1481 Leadership Workshops	5,680	37,300	37,300	0
Program Group Total	75,384	167,800	145,800	22,000

Facilities Advocacy & Development

1505 Build a Pool Conference	38,324	62,700	62,700	0
1507 Aquatic Industry Relations	16,470	22,400	22,400	0
1590 Travel & Program Support	9,927	11,800	11,800	0
Program Group Total	64,720	96,900	96,900	0

Membership Growth and Diversity

1638 Diversity Management Support	51,913	113,500	113,500	0
1640 Community Swim Team Development	21,256	65,600	65,600	0
1645 Zone Diversity Camps & Meetings	22,905	45,400	30,400	15,000
1651 Diversity VIK	12,431	15,000	15,000	0
1665 Diversity Select Camp	72,877	71,100	72,920	(1,820)
Program Group Total	181,382	310,600	297,420	13,180

Committees

1823 Convention Education Committee	8,868	13,500	9,006	4,494
1830 LSC Development Committee	25,419	26,400	25,500	900
1841 Disability Swimming Committee	215	600	600	0
1842 Diversity Committee	20,931	20,800	20,950	(150)
1851 Age Group Development Committee	0	800	100	700
1856 Club Development Committee	0	600	100	500
1865 Zone Director Committee	422	0	0	0
1885 Senior Development Committee	0	11,200	100	11,100
Program Group Total	55,855	73,900	56,356	17,544

Administration

1990 Administration & Operational Support	232,727	307,100	343,250	(36,150)
1999 Salary and Benefits	1,577,926	2,209,500	2,224,231	(14,731)
Program Group Total	1,810,653	2,516,600	2,567,481	(50,881)

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
TOTAL SPORT DEVELOPMENT	3,398,022	4,907,800	4,775,663	132,137
EVENTS AND MEMBER SERVICES				
Events				
2005 Olympic Trials	8,336	14,500	12,500	2,000
2018 Winter National Championships	2,365	239,700	339,700	(100,000)
2019 National Championships/Trials	793,526	550,400	793,900	(243,500)
2022 International Swimming League Events	1,428	0	15,000	(15,000)
2023 US Open	879	0	0	0
2025 Pro Swim Series	312,179	344,300	369,300	(25,000)
2027 Speedo Sectionals	205,000	215,000	215,000	0
2028 IM Xtreme Games	4,000	24,000	8,000	16,000
2029 Zone Championships	95,000	110,000	95,000	15,000
2035 Futures Championships	121,662	137,800	137,800	0
2045 Jr. National Championships (Summer LC)	141,693	138,400	141,950	(3,550)
2050 Jr. NTL. Champ. (Winter SC) & Long Course Inv.	7,827	139,500	144,500	(5,000)
2069 Open Water Championships	85,140	101,500	85,500	16,000
2077 National Events Uniforming VIK	13,500	40,000	40,000	0
2076 Bag Tags VIK	896	10,000	10,000	0
2716 Omega Timing Systems VIK	0	320,000	400,000	(80,000)
Program Group Total	1,793,430	2,385,100	2,808,150	(423,050)
Member Programs				
2411 Member Dues and Services	7,953	18,300	8,364	9,936
2412 Technology Projects	0	12,500	500	12,000
2418 SWIMS 2.0	127,438	160,000	168,600	(8,600)
2423 Rulebook	99,506	147,000	100,000	47,000
2431 Swimposium	56,815	134,100	110,000	24,100
2432 Zone Workshops	268,601	230,000	268,900	(38,900)
2434 On-Line Registration	67,387	150,000	96,500	53,500
2498 Awards	16,519	13,200	17,790	(4,590)
Program Group Total	644,218	865,100	770,654	94,446
Member Programs - Officials				
2433 Officials Training Sessions	55,100	132,000	132,000	0
2437 Officials On-Line Testing	0	2,600	0	2,600
2438 Officials Certification Program	0	15,200	5,200	10,000
2440 Officials Clinic	800	2,300	800	1,500
2441 Officials International Travel	19,862	30,100	20,380	9,720
2450 Officials Mentoring & Training	748	4,300	3,000	1,300
Program Group Total	76,511	186,500	161,380	25,120
Other Programs and Services				
2501 Publications and Video Sales	27,956	40,000	35,000	5,000
2502 Mailing Service	109	500	500	0
2505 Trials Hospitality	0	1,500	1,500	0
2518 Altitude Camps	519,073	300,000	575,000	(275,000)
2519 Times Projects	23,418	38,900	38,900	0
2535 Pool Environment Research & Education	0	20,000	0	20,000
2715 TV/Web Cast Production	1,134,328	1,261,000	1,391,000	(130,000)
Program Group Total	1,704,886	1,661,900	2,041,900	(380,000)
Committees & Governance				
2801 Convention	130,867	112,500	120,870	(8,370)
2802 Convention - Athletes	90,389	128,200	108,200	20,000
2825 Registration / Membership	14,346	16,200	14,500	1,700
2832 Awards	381	300	380	(80)
2835 Credentials / Elections	3,263	3,000	3,000	0
2836 Rules and Regulations	21,971	31,800	22,300	9,500
2857 Times & Recognition Committee	6,198	23,000	18,000	5,000
2862 Program & Events Committee	750	27,400	1,000	26,400
2866 Officials	19,228	19,300	19,550	(250)
2887 Athletes Executive Committee	19,356	30,500	20,500	10,000
Program Group Total	306,749	392,200	328,300	63,900
Administration				
2990 Administration & Operational Support	184,892	208,200	236,690	(28,490)
2999 Salary and Benefits	1,067,265	1,551,300	1,532,752	18,549
Program Group Total	1,252,157	1,759,500	1,769,442	(9,941)
TOTAL EVENTS AND MEMBER SERVICES	5,777,951	7,250,300	7,879,826	(629,525)

NATIONAL TEAM

Competitions

3001 Olympic Games	150	500	500	0
3013 Pan American Games	80,246	58,100	100,100	(42,000)

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
3015 World University Games	482,009	363,400	485,955	(122,555)
3022 International Swimming League	0	0	10,000	(10,000)
3031 Long Course World Championships	339,854	457,500	340,000	117,500
3033 Short Course World Championships	476	0	0	0
Program Group Total	902,735	879,500	936,555	(57,055)
Junior Team Programs				
3009 Jr. Team International Competition	116,207	202,500	116,260	86,240
3045 Junior Team Camps	41,258	60,200	42,000	18,200
3050 FINA World Junior Championships	321,163	364,700	322,700	42,000
3051 Jr. Team Pro Swim Series	7,700	38,500	15,000	23,500
3053 World 100	11,654	20,600	15,050	5,550
3992 Ntl. Jr. Team Program Support	20,762	41,000	30,000	11,000
Program Group Total	518,744	727,500	541,010	186,490
Open Water Programs				
3040 FINA Open Water Jr. Championships	7,948	34,500	8,300	26,200
3061 Open Water World Championships	27,839	49,500	28,000	21,500
3063 Open Water University Games	0	20,500	0	20,500
3065 Open Water World Cup	79,071	91,500	84,500	7,000
3067 Open Water Camps	14,947	50,200	20,610	29,590
3068 Open Water - Foundation	20,427	25,000	25,000	0
3075 Open Water International Camps	102,680	79,100	103,100	(24,000)
3495 Open Water Program Support	20,071	29,000	24,000	5,000
Program Group Total	272,983	379,300	293,510	85,790
Camps				
3005 Olympic Games Prep Camps	0	20,000	0	20,000
3069 National Team Specialty Camps	0	28,100	5,100	23,000
3071 Altitude Training Camps	24,729	39,000	39,000	0
3073 National Team Camps	55,049	43,000	55,300	(12,300)
3076 National Team International Camps	454,003	594,600	455,600	139,000
3479 Advance Team Visits	21,006	21,000	26,100	(5,100)
Program Group Total	554,787	745,700	581,100	164,600
Athlete Services				
3101 Athlete Support-Stipends & Grants	1,269,677	1,584,800	1,734,800	(150,000)
3103 Athlete Support-Medals & Records	472,500	600,000	472,500	127,500
3107 Athlete Support-Op Gold Qualification Bonus	493,750	585,000	585,000	0
3025 Pro Swim Series Athlete Support	586,627	830,000	730,000	100,000
3021 World Cup Athlete Support	556	9,500	2,000	7,500
3127 National Team Investment Grant	267,990	600,000	600,000	0
3106 ConocoPhillips Athlete Support	39,748	100,000	150,000	(50,000)
3110 National Team Uniforming (VIK)	335,358	325,000	350,000	(25,000)
3120 Athlete Support-Olympic Prep	2,132	20,000	3,000	17,000
3130 Foundation Travel & Training	54,970	80,000	55,000	25,000
3131 Foundation Athlete Endowments	22,500	80,000	80,000	0
3453 Drug Control Program	8,954	70,200	40,200	30,000
Program Group Total	3,554,762	4,884,500	4,802,500	82,000
Coach Services				
3203 Coach Incentive & Reward Program	330,000	330,000	330,000	0
3210 Olympic Team Prep - Coaches	48,835	20,000	55,000	(35,000)
3220 Contract Labor - National Team Tech Advisor	60,723	83,700	83,700	0
3222 National Team Consultant	27,923	37,100	34,100	3,000
3460 Olympic Staff Recognition	29,370	37,000	30,000	7,000
3010 Coach Education	21,462	34,100	34,100	0
3077 National Team Coaches Meeting	113,624	114,000	114,000	0
Program Group Total	631,938	655,900	680,900	(25,000)
High Performance Support				
3301 National Team Performance Support	103,619	155,600	155,600	0
3310 USOC Practitioner Travel Support	54,502	26,700	59,935	(33,235)
Program Group Total	158,121	182,300	215,535	(33,235)
Sport Medicine & Science				
3201 Athletes and Coach Wellness Programs	400	0	30,000	(30,000)
3353 Sport Medicine & Science Network	102,404	117,600	113,975	3,625
3155 Elite Athlete Accident Coverage	35,500	35,000	35,550	(550)
3200 Athlete Life Skills	14,208	40,000	15,000	25,000
3351 Athlete Testing & Lab Expenses	13,739	27,100	27,100	0
3390 Sport Medicine & Science Program Support	15,477	51,700	20,000	31,700
Program Group Total	181,728	271,400	241,625	29,775
Other Programs and Services				
3481 National Team Equipment	10,620	18,500	16,000	2,500
3496 National Team Selection	3,250	0	3,300	(3,300)

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
3499 Team Management Technology	67,068	0	67,070	(67,070)
Program Group Total	80,939	18,500	86,370	(67,870)
Committees				
3846 Sports Medicine	0	3,300	0	3,300
3850 Open Water Development	0	800	0	800
3868 Open Water Committee	7,228	16,900	7,900	9,000
3882 National Steering Committee	13,247	16,600	13,300	3,300
3888 National Team Ath Committee	65	12,300	300	12,000
Program Group Total	20,541	49,900	21,500	28,400
Administration				
3990 Administration & Operational Support	233,934	222,600	610,359	(387,759)
3999 Salary and Benefits	1,222,982	1,875,300	1,762,576	112,723
Program Group Total	1,456,916	2,097,900	2,372,936	(275,036)
TOTAL NATIONAL TEAM	8,334,194	10,892,400	10,773,541	118,859
TOTAL TECHNICAL/SPORT	17,510,167	23,050,500	23,429,029	(378,529)
OTHER PROGRAMS:				
COMMERCIAL				
Partnerships & Event Marketing				
5901 Marketing & Contract Fulfillment	217,128	187,900	232,646	(44,746)
5905 Sales Development Support	28,992	50,000	45,000	5,000
5620 Family Program	41,604	34,600	48,600	(14,000)
5715 SwimBiz	84,153	75,000	85,000	(10,000)
5709 National Marketing	560,483	334,190	520,190	(186,000)
5760 Junior Nationals Marketing	2,332	75,000	5,000	70,000
5762 Pro Swim Series Marketing	173,574	143,340	195,340	(52,000)
5764 Pro Swim Series Marketing	3,030	36,000	96,000	(60,000)
5770 Other Event Marketing	2,110	38,570	18,570	20,000
5755 USA Swimming House-Trials	7,800	10,200	10,200	0
5913 Multicultural Promotions	0	98,600	0	98,600
5902 Merchandise Program	9,985	26,000	25,731	269
5911 Aqua Zone-Olympic Trials	14,254	15,000	15,000	0
Program Group Total	1,145,446	1,124,400	1,297,277	(172,877)
Communications				
5109 APA Appearance	27,255	50,000	37,725	12,275
5722 Social Media Aggregation	5,850	0	15,000	(15,000)
5714 Public Relations	29,269	75,000	35,000	40,000
5724 Communication Operations	193,685	171,200	244,000	(72,800)
Program Group Total	256,060	296,200	331,725	(35,525)
Creative Services				
5720 Video Production Services	5,394	25,000	16,175	8,825
5711 Splash Magazine	531,454	812,700	882,700	(70,000)
5730 USASwimming Productions	741,225	856,200	854,700	1,500
5710 Membership Recruiting/Promo (Flex)	196,619	450,000	249,003	200,997
5904 Marketing Contract Labor	6,500	0	25,000	(25,000)
Program Group Total	1,481,192	2,143,900	2,027,578	116,322
Business Intelligence & Digital Platforms				
5713 Deck Pass	6,523	125,000	37,082	87,918
5716 Swimjitsu	8,298	0	10,780	(10,780)
5726 Business Intelligence	0	0	5,000	(5,000)
5718 usaswimming.org - Web Site	372,246	527,200	535,200	(8,000)
Program Group Total	387,067	652,200	588,062	64,138
Administration & Operational Support				
5990 Administration & Operational Support	221,849	243,500	306,325	(62,825)
5999 Salary and Benefits	1,328,721	2,291,400	1,976,533	314,868
Program Group Total	1,550,570	2,534,900	2,282,858	252,043
TOTAL COMMERCIAL	4,820,334	6,751,600	6,527,499	224,101
RISK MANAGEMENT SERVICES				
Member Programs				
9413 Member Insurance Premiums & Retention	2,488,107	3,102,800	2,869,000	233,800
9415 Other Risk Management	10,000	16,700	10,000	6,700
Program Group Total	2,498,107	3,119,500	2,879,000	240,500

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
Committees				
9827 Operational Risk Committee	20,688	32,300	21,462	10,838
Program Group Total	20,688	32,300	21,462	10,838
Administration				
9490 Administration & Operational Support	12,738	27,400	19,525	7,875
Program Group Total	12,738	27,400	19,525	7,875
TOTAL RISK MANAGEMENT SERVICES	2,531,532	3,179,200	2,919,987	259,213
FOUND. & MAKE A SPLASH SUPPORT				
6667 USA Swimming Staff Allocation	0	311,000	311,000	0
TOTAL FOUNDATION & MAS SUPPORT	0	311,000	311,000	0
TOTAL OTHER PROGRAMS	7,351,866	10,241,800	9,758,486	483,314
SUPPORT DIVISIONS:				
EXECUTIVE				
Other Executive				
7920 CEO Contingency	54,605	60,000	60,000	0
7930 Board Chair Travel and Expenses	37,097	35,000	40,991	(5,991)
7945 CSCAA Grant	90,000	125,000	120,000	5,000
7971 Organizational Relations - Domestic	50,081	80,000	65,000	15,000
7984 Organizational Relations - Internat'l	24,177	65,000	43,000	22,000
7981 International Relations	26,495	69,100	50,600	18,500
Program Group Total	282,456	434,100	379,591	54,509
Committees & Governance				
7803 Board of Directors	85,195	185,300	140,788	44,512
7808 Task Force & Other Committees	104,626	34,000	191,741	(157,741)
7811 International Relations Committee	8,778	31,000	13,000	18,000
7820 Nominating Committee	1,468	0	1,795	(1,795)
Program Group Total	200,067	250,300	347,324	(97,024)
Administration				
7990 Administration & Operational Support	95,044	100,300	138,500	(38,200)
7999 Salary and Benefits	584,702	767,800	877,896	(110,096)
Program Group Total	679,746	868,100	1,016,396	(148,296)
TOTAL EXECUTIVE	1,162,269	1,552,500	1,743,311	(190,811)
FINANCE				
Other Programs				
8500 LSC/Club Financial Resources	5,056	10,000	6,610	3,390
Program Group Total	5,056	10,000	6,610	3,390
Committees				
8895 Investment Committee	104	300	200	100
8880 Audit Committee	0	300	100	200
Program Group Total	104	600	300	300
Administration				
8990 Administration & Operational Support	129,883	133,200	189,750	(56,550)
8999 Salary and Benefits	843,850	995,500	1,031,769	(36,270)
Program Group Total	973,734	1,128,700	1,221,519	(92,820)
TOTAL FINANCE	978,894	1,139,300	1,228,429	(89,130)
BUSINESS AFFAIRS				
Legal and NBR				
9695 Legal	312,513	150,000	360,000	(210,000)
9692 National Board of Review	24	54,000	500	53,500
9690 Legal - Admin. & Oper. Support	5,889	8,400	18,500	(10,100)
Program Group Total	318,426	212,400	379,000	(166,600)
Safe Sport				
9335 Safe Sport - Background Checks	17,099	61,200	20,000	41,200
9375 Safe Sport Online Education	45,000	77,200	67,700	9,500
9386 Safe Sport Athlete Fellowship	11,956	21,500	12,500	9,000
9385 Safe Sport Programs	164,176	235,800	165,704	70,096
9387 Safe Sport - USOC Center for Safe Sport	155,205	158,200	156,200	2,000
9388 Safe Sport - Leadership Conference	47,829	63,600	47,830	15,770

USA Swimming, Inc.
BUDGET VS. PROJECTION
2019

	Year to Date Actual	2019 Budget	2019 Projected	Favorable (Unfavorable)
9389 Safe Sport - SwimAssist	113,274	100,000	150,000	(50,000)
<i>Program Group Total</i>	<i>554,539</i>	<i>717,500</i>	<i>619,934</i>	<i>97,566</i>
Other Programs				
9380 Human Resources	89,980	97,600	112,535	(14,935)
9290 Government Affairs	8,640	167,700	8,700	159,000
9295 Information Technology Support	447,684	640,200	565,800	74,400
<i>Program Group Total</i>	<i>546,303</i>	<i>905,500</i>	<i>687,035</i>	<i>218,465</i>
Committees				
9810 Safe Sport Committee	11,909	32,500	12,500	20,000
<i>Program Group Total</i>	<i>11,909</i>	<i>32,500</i>	<i>12,500</i>	<i>20,000</i>
Administrative				
9990 Administration & Operational Support	166,847	198,500	244,234	(45,734)
9999 Salary and Benefits	1,628,258	2,181,500	2,421,048	(239,549)
<i>Program Group Total</i>	<i>1,795,105</i>	<i>2,380,000</i>	<i>2,665,282</i>	<i>(285,283)</i>
TOTAL BUSINESS AFFAIRS	3,226,282	4,247,900	4,363,751	(115,852)
TOTAL SUPPORT DIVISIONS	5,367,445	6,939,700	7,335,492	(395,792)
TOTAL OPERATING EXPENSE	\$30,229,478	\$40,232,000	\$40,523,008	(\$291,007)
OPERATING SURPLUS (DEFICIT)	\$3,770,287	(\$2,237,100)	(\$2,339,236)	(\$102,135)



BUDGET

2020

USA Swimming
2020 Quad Business Plan Summary
As of 11/14/2019

	Actual 2017	Actual 2018	Forecast 2019	Proposed Budget 2020	Current 2020 Quad Budget
REVENUE:					
Membership	\$ 22,483,811	\$ 22,778,145	\$ 23,203,900	\$ 23,806,500	\$ 92,272,356
Corporate Revenue	4,364,233	4,203,495	5,056,375	5,615,475	19,239,578
Consumer Revenue	527,967	235,749	191,500	185,000	1,140,216
USOPC Partnership	5,134,700	5,294,900	5,305,500	5,389,500	21,124,600
Investment Income	1,001,643	1,070,021	1,798,900	2,173,848	6,044,412
Foundation	792,500	963,600	1,136,250	1,245,000	4,137,350
Sport and Events	978,254	804,612	1,242,900	6,062,000	9,087,766
Other Income	331,745	749,322	248,447	239,122	1,568,636
Total Revenue	35,614,853	36,099,844	38,183,772	44,716,445	154,614,914
EXPENSES:					
Technical/Sport:					
Sport Development	4,455,110	4,653,677	4,775,663	5,364,094	19,248,544
Events and Member Services	8,581,871	7,715,136	7,879,826	5,577,265	29,754,097
National Team Division	8,004,303	9,013,587	10,773,541	11,124,500	38,915,930
Total Technical/Sport	21,041,284	21,382,400	23,429,029	22,065,859	87,918,572
Other Programs:					
Commercial	5,172,794	6,260,256	6,527,499	7,664,380	25,624,929
Risk Management	3,004,431	3,063,524	2,919,987	3,330,687	12,318,629
Foundation & Make a Splash Support	525,371	996,997	311,000	311,000	2,144,368
Total Other Programs	8,702,595	10,320,777	9,758,486	11,306,067	40,087,926
Administration:					
Executive	4,013,797	1,530,149	1,743,311	1,849,578	9,136,836
Finance	1,364,162	871,532	1,228,429	946,515	4,410,639
Business Affairs	1,240,827	3,448,770	4,363,751	4,589,662	13,643,010
Total Administration	6,618,787	5,850,451	7,335,492	7,385,755	27,190,485
Total Expenses	36,362,666	37,553,628	40,523,008	40,757,681	155,196,982
OPERATING SURPLUS (DEFICIT)	(747,813)	(1,453,784)	(2,339,236)	3,958,764	(582,069)
Planned Reserve Investments:					
Disaster Donations		(20,606)	(25,000)	(25,000)	(70,606)
Special IT Projects (CRM)		(327,086)	(622,914)	(350,000)	(1,300,000)
Safe Sport Expenses / Contingency		(719,564)	(30,000)		(749,564)
Legal			(1,000,000)	(250,000)	(1,250,000)
Cost of Flex			(700,000)	(1,000,000)	(1,700,000)
Athlete Leadership Summit		(266,618)	(165,000)		(431,618)
Foundation Endowment Donation	(1,000,000)				(1,000,000)
Total Reserve Investments	(1,000,000)	(1,333,874)	(2,542,914)	(1,625,000)	(6,501,788)
Surplus (Deficit) Before Investment G/(L)	(1,747,813)	(2,787,658)	(4,882,150)	2,333,764	(7,083,857)
Investment Gains (Losses)	3,816,462	(2,480,166)	1,250,000	0	2,586,296
NET SURPLUS (DEFICIT)	\$ 2,068,649	\$ (5,267,824)	\$ (3,632,150)	\$ 2,333,764	\$ (4,497,561)

USA Swimming
2020 Proposed Budget vs. 2019 Projection Summary
As of 11/14/2019

	Proposed Budget 2020	Current Projection 2019	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)
REVENUE:				
Membership	\$ 23,806,500	\$ 23,203,900	\$ 602,600	2.6%
Corporate Revenue	5,615,475	5,056,375	559,100	11.1%
Consumer Revenue	185,000	191,500	(6,500)	-3.4%
USOPC Partnership	5,389,500	5,305,500	84,000	1.6%
Investment Income	2,173,848	1,798,900	374,948	20.8%
Foundation	1,245,000	1,136,250	108,750	9.6%
Sport and Events	6,062,000	1,242,900	4,819,100	387.7%
Other Income	239,122	248,447	(9,325)	-3.8%
Total Revenue	44,716,445	38,183,772	6,532,673	17.1%
EXPENSES:				
Technical/Sport:				
Sport Development	5,364,094	4,775,663	(588,432)	-12.3%
Events and Member Services	5,577,265	7,879,826	2,302,561	29.2%
National Team Division	11,124,500	10,773,541	(350,959)	-3.3%
Total Technical/Sport	22,065,859	23,429,029	1,363,171	5.8%
Other Programs:				
Commercial	7,664,380	6,527,499	(1,136,881)	-17.4%
Risk Management	3,330,687	2,919,987	(410,700)	-14.1%
Foundation & Make a Splash Support	311,000	311,000	-	0.0%
Total Other Programs	11,306,067	9,758,486	(1,547,581)	-15.9%
Administration:				
Executive	1,849,578	1,743,311	(106,267)	-6.1%
Finance	946,515	1,228,429	281,914	22.9%
Business Affairs	4,589,662	4,363,751	(225,910)	-5.2%
Total Administration	7,385,755	7,335,492	(50,263)	-0.7%
Total Expenses	40,757,681	40,523,008	(234,673)	-0.6%
OPERATING SURPLUS (DEFICIT)	3,958,764	(2,339,236)	6,298,000	
Planned Reserve Investments:				
Disaster Donations	(25,000)	(25,000)	-	
Special IT Projects (CRM)	(350,000)	(622,914)	272,914	
Safe Sport Expenses / Contingency	-	(30,000)	30,000	
Legal	(250,000)	(1,000,000)	750,000	
Cost of Flex	(1,000,000)	(700,000)	(300,000)	
Athlete Leadership Camp	-	(165,000)	165,000	
Total Reserve Investments	(1,625,000)	(2,542,914)	917,914	
Surplus (Deficit) Before Investment G/(L)	2,333,764	(4,882,150)	7,215,914	
Investment Gains (Losses)	-	1,250,000	(1,250,000)	
NET SURPLUS (DEFICIT)	\$ 2,333,764	\$ (3,632,150)	\$ 5,965,914	

USA Swimming
Revenue Budget

Line #		Actual	Actual	Actual	Budget	Forecast	Proposed	Increase/(Decrease)		Increase/(Decrease)		Increase (Decrease) over 2016 Quad
		2016	2017	2018	2019	2019	Budget 2020	2019 Forecast vs 2019 Budget		2020 Budget vs 2019 Forecast		
								\$	%	\$	%	
MEMBERSHIP:												
1	Athlete Membership	\$ 17,690,832	\$ 19,255,600	\$ 19,451,286	\$ 18,361,200	\$ 19,003,260	\$ 18,831,446	\$ 642,060	3.5%	\$ (171,814)	-0.9%	\$ 8,743,140
2	Flex Membership	-	-	-	413,250	251,690	377,540	(161,560)	-39.1%	125,850	50.0%	629,230
3	Cost of Flex from Reserves *	-	-	-	1,000,000	720,315	1,276,342	(279,685)	-28.0%	556,027	77.2%	1,996,657
4	Seasonal Athlete Membership	715,770	755,430	742,470	701,760	561,600	609,360	(140,160)	-20.0%	47,760	8.5%	(494,274)
5	Outreach Athlete Membership	42,135	53,885	56,845	56,825	53,215	51,500	(3,610)	-6.4%	(1,715)	-3.2%	63,940
6	Club Membership	210,770	212,100	212,380	212,310	212,310	212,310	-	0.0%	-	0.0%	18,130
7	Seasonal Club Membership	5,160	5,120	4,720	4,560	4,680	4,680	120	2.6%	-	0.0%	(1,760)
8	Non-Athlete Membership	1,969,596	2,165,184	2,269,250	2,413,860	2,384,280	2,463,756	(29,580)	-1.2%	79,476	3.3%	2,248,715
9	Family Membership	77,976	-	-	-	-	-	-	0.0%	-	0.0%	(411,295)
10	Life Membership	28,334	29,332	37,668	36,000	35,000	40,000	(1,000)	-2.8%	5,000	14.3%	46,666
11	Allied Membership	1,000	1,000	500	1,000	1,000	1,000	-	0.0%	-	0.0%	(500)
12	Affiliate Membership	800	800	600	800	800	800	-	0.0%	-	0.0%	400
13	Delegate Fees	250	350	250	350	350	350	-	0.0%	-	0.0%	250
14	Single Meet Open Water	3,260	4,710	1,930	1,920	1,510	1,500	(410)	-21.4%	(10)	-0.7%	(3,700)
15	Other	55	300	246	65	(26,110)	(64,084)	(26,175)	-40269.2%	(37,974)	145.4%	(89,949)
TOTAL MEMBERSHIP		20,745,938	22,483,811	22,778,145	23,203,900	23,203,900	23,806,500	-	0.0%	602,600	2.6%	12,745,650
CORPORATE REVENUE:												
16	Sponsorships	6,044,709	4,135,146	4,020,160	5,035,000	4,813,500	5,372,600	(221,500)	-4.4%	559,100	11.6%	(1,992,626)
17	Supplier Income	300,000	155,000	140,000	352,500	202,875	202,875	(149,625)	-42.4%	-	0.0%	170,750
18	Licensee Income	15,000	25,000	15,000	25,000	15,000	15,000	(10,000)	-40.0%	-	0.0%	(31,266)
19	Other	84,248	49,087	28,335	170,000	25,000	25,000	(145,000)	-85.3%	-	0.0%	(307,753)
TOTAL CORPORATE REVENUE		6,443,957	4,364,233	4,203,495	5,582,500	5,056,375	5,615,475	(526,125)	-9.4%	559,100	11.1%	(2,160,895)
CONSUMER REVENUE:												
20	Publication/Video Sales	-	-	330	-	-	-	-	0.0%	-	0.0%	(5,129)
21	Ecommerce	106,562	72,655	82,229	120,000	85,000	85,000	(35,000)	-29.2%	-	0.0%	(142,519)
22	SwimJitsu	83,915	320,000	-	-	-	-	-	0.0%	-	0.0%	236,085
23	SwimBiz	6,865	8,325	7,960	10,000	6,500	-	(3,500)	-35.0%	(6,500)	-100.0%	15,920
24	Royalties	99,047	120,198	133,000	97,500	100,000	100,000	2,500	2.6%	-	0.0%	75,986
25	Shipping/Handling	-	94	-	-	-	-	-	0.0%	-	0.0%	(11)
26	Splash Magazine Subscriptions	2,195	955	956	2,000	-	-	(2,000)	-100.0%	-	0.0%	(9,428)
27	Video Production Sales	4,533	5,740	-	-	-	-	-	0.0%	-	0.0%	(1,433)
28	DeckPass App	-	-	7,774	-	-	-	-	0.0%	-	0.0%	7,774
29	Other	10,500	-	3,500	-	-	-	-	0.0%	-	0.0%	(7,000)
TOTAL CONSUMER REVENUE		313,617	527,967	235,749	229,500	191,500	185,000	(38,000)	-16.6%	(6,500)	-3.4%	170,245
USOPC PARTNERSHIP:												
30	NGB Funding	2,832,624	3,082,200	3,082,200	3,082,200	3,082,200	3,142,200	-	0.0%	60,000	1.9%	1,677,100
31	Direct Athlete Support	1,997,500	1,997,500	2,207,300	2,207,300	2,207,300	2,232,300	-	0.0%	25,000	1.1%	890,400
32	International Relations Grants	11,000	5,000	5,400	15,000	16,000	15,000	1,000	6.7%	(1,000)	-6.3%	(11,600)
33	Other USOPC Support	49,065	50,000	-	-	-	-	-	0.0%	-	0.0%	(95,620)
TOTAL USOPC PARTNERSHIP		4,890,189	5,134,700	5,294,900	5,304,500	5,305,500	5,389,500	1,000	0.0%	84,000	1.6%	2,460,280

USA Swimming
Revenue Budget

Line #		Actual	Actual	Actual	Budget	Forecast	Proposed	Increase/(Decrease)		Increase/(Decrease)		Increase (Decrease) over 2016 Quad
		2016	2017	2018	2019	2019	Budget 2020	2019 Forecast vs 2019 Budget		2020 Budget vs 2019 Forecast		
								\$	%	\$	%	
INVESTMENT INCOME:												
34	Portfolio Income	460,000	990,500	990,500	1,738,900	1,738,900	1,186,058	-	0.0%	(552,842)	-31.8%	3,517,313
35	Portfolio Income - 2017-2020 True-up	-	-	-	-	-	927,790	-	0.0%	927,790	100.0%	927,790
36	Interest Income - ST Investments	(496)	11,143	79,521	50,000	60,000	60,000	10,000	20.0%	-	0.0%	149,403
	TOTAL INVESTMENT INCOME	459,504	1,001,643	1,070,021	1,788,900	1,798,900	2,173,848	10,000	0.6%	374,948	20.8%	4,594,506
FOUNDATION:												
37	USA Swimming Foundation	537,500	612,500	783,600	735,700	956,250	855,000	220,550	30.0%	(101,250)	-10.6%	1,081,350
38	Swim-A-Thon	120,000	120,000	120,000	120,000	120,000	120,000	-	0.0%	-	0.0%	-
39	Foundation Rent and Services	60,000	60,000	60,000	60,000	60,000	270,000	-	0.0%	210,000	350.0%	210,000
40	Unrestricted Donations	-	-	-	-	-	-	-	0.0%	-	0.0%	-
	TOTAL FOUNDATION	717,500	792,500	963,600	915,700	1,136,250	1,245,000	220,550	24.1%	108,750	9.6%	1,291,350
SPORT AND EVENTS:												
41	Duel in the Pool	-	-	-	-	-	-	-	0.0%	-	0.0%	(1,081,504)
42	FINA Jr. World Championships	-	336,074	-	-	-	-	-	0.0%	-	0.0%	336,074
43	TYR Pro Swim Series	-	-	-	60,000	65,000	75,000	5,000	8.3%	10,000	15.4%	140,000
44	ISL Championships	-	-	-	-	225,000	50,000	225,000	0.0%	(175,000)	-77.8%	275,000
45	Golden Goggle Awards	(125,661)	(87,050)	(93,376)	-	75,000	125,000	75,000	0.0%	50,000	66.7%	383,427
46	Olympic Trials	5,249,455	(91,372)	(46,541)	-	-	5,160,000	-	0.0%	5,160,000	0.0%	(73,511)
47	International TV Rights	-	-	-	70,000	-	25,000	(70,000)	-100.0%	25,000	0.0%	4,852
48	Coach Education Clinics	18,900	50,968	58,264	48,000	48,000	48,000	-	0.0%	-	0.0%	(50,693)
49	Foundations 101 and 201	183,385	139,445	136,267	162,000	140,000	140,000	(22,000)	-13.6%	-	0.0%	93,814
50	Altitude Camps	241,751	513,099	661,442	295,000	525,000	290,000	230,000	78.0%	(235,000)	-44.8%	675,143
51	Hotel Rebates	36,904	30,438	40,999	20,000	15,000	15,000	(5,000)	-25.0%	-	0.0%	(59,350)
52	Meet Ticket Revenue - Vendini	-	22,181	-	50,000	80,000	80,000	30,000	60.0%	-	0.0%	182,181
53	Championship Symposium	-	-	-	-	-	-	-	0.0%	-	0.0%	-
54	World Championships	-	-	-	-	-	-	-	0.0%	-	0.0%	-
55	Youth Team Support	-	-	-	-	-	-	-	0.0%	-	0.0%	-
56	Officials Clinic	-	-	-	-	-	-	-	0.0%	-	0.0%	-
57	Pan Pacific Championships	-	-	-	-	-	-	-	0.0%	-	0.0%	-
58	Facilities Conference	9,700	16,258	14,287	8,000	8,600	8,000	600	7.5%	(600)	-7.0%	16,197
59	Safe Sport Leadership Conference	-	14,522	15,884	-	12,000	-	12,000	0.0%	(12,000)	-100.0%	33,921
60	On-line Meet Registration	13,696	29,532	31,451	2,500	40,000	40,000	37,500	1500.0%	-	0.0%	49,342
61	Other	25,652	4,159	(14,065)	6,000	9,300	6,000	3,300	55.0%	(3,300)	-35.5%	(48,523)
	TOTAL SPORT AND EVENTS	5,653,782	978,254	804,612	721,500	1,242,900	6,062,000	521,400	72.3%	4,819,100	387.7%	876,370

**USA Swimming
Revenue Budget**

Line #		Actual	Actual	Actual	Budget	Forecast	Proposed	Increase/(Decrease)		Increase/(Decrease)		Increase (Decrease) over 2016 Quad
		2016	2017	2018	2019	2019	Budget 2020	2019 Forecast vs 2019 Budget		2020 Budget vs 2019 Forecast		
								\$	%	\$	%	
	OTHER INCOME:											
62	Unclaimed Prize Money	65,041	44,310	404,076	-	-	-	-	0.0%	-	0.0%	(43,082)
63	Dividend - USSIC	14,406	-	-	-	-	-	-	0.0%	-	0.0%	(518,145)
64	NCAA Time System	62,000	93,000	93,000	96,700	96,700	100,600	-	0.0%	3,900	4.0%	1,700
65	Imputed Prepaid Rent Income	183,972	174,382	163,669	151,700	151,747	138,522	47	0.0%	(13,225)	-8.7%	(155,083)
66	FINA Time System	-	-	-	-	-	-	-	0.0%	-	0.0%	(30,000)
67	Background Checks	-	-	-	-	-	-	-	0.0%	-	0.0%	(144,808)
68	Combined Federal Campaign	9,310	7,935	6,729	-	-	-	-	0.0%	-	0.0%	(40,387)
69	Other Revenue	22,533	12,118	81,848	-	-	-	-	0.0%	-	0.0%	(64,374)
	TOTAL OTHER INCOME	357,262	331,745	749,322	248,400	248,447	239,122	47	0.0%	(9,325)	-3.8%	(994,179)
	TOTAL OPERATING REVENUE	39,581,749	35,614,853	36,099,845	37,994,900	38,183,772	44,716,445	188,872	0.5%	6,532,673	17.1%	18,983,328
	INVESTMENT GAINS (LOSSES):											
70	Gains (Losses) For Reserves	424,250	3,905,552	(2,386,608)	111,000	1,361,000	75,800	1,250,000	1126.1%	(1,285,200)	-94.4%	1,628,040
71	Money Manager Fees	(39,101)	(89,090)	(93,558)	(111,000)	(111,000)	(75,800)	-	0.0%	35,200	-31.7%	(218,129)
	TOTAL INVESTMENT GAINS (LOSSES)	385,149	3,816,462	(2,480,166)	-	1,250,000	0	1,250,000	100.0%	(1,250,000)	-100.0%	1,409,911
	TOTAL REVENUE	\$39,966,898	\$39,431,315	\$33,619,679	\$37,994,900	39,433,772	\$44,716,445	1,438,872	3.8%	5,282,673	13.4%	20,393,239

* Please note these balances reflect the latest/current projection as of 11/2019. Understanding it exceeds the BOD approved investment total of \$1.7M total and since no formal BOD action will be expected at time of budget presentation, the Business Plan summary (Pg. 1) includes the BOD approved \$1.7M total at this time.

SPORT DEVELOPMENT							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
Athlete Development Programs												
1	1117 LSC Camps	13,769	7,029	6,338	10,200	10,200	10,200	-	0.0%	-	0.0%	15,247
2	1118 Zone Select Camps	105,505	102,340	141,167	120,600	118,424	127,844	2,176	1.8%	(9,420)	(8.0%)	(92,683)
3	1119 National Select Camps	1,395	154,059	94,282	108,700	108,700	0	-	0.0%	108,700	100.0%	(224,144)
4	1120 Camp Apparel (VIK)	22,878	29,706	18,781	25,000	25,000	25,000	-	0.0%	-	0.0%	6,566
5	1135 Tech Services Support	954	6,018	6,639	2,900	2,900	2,900	-	0.0%	-	0.0%	(6,154)
6	1163 Open Water Select Camp	50,368	54,028	58,440	60,500	62,718	62,460	(2,218)	(3.7%)	258	0.4%	(41,442)
Program Group Total		194,869	353,180	325,646	327,900	327,942	228,404	(42)	(0.0%)	99,538	30.4%	(342,610)
Coach Education and Development												
7	1213 Coach Education Development	53,967	43,025	38,283	62,800	62,800	62,800	-	0.0%	-	0.0%	71,049
8	1231 USA-S Hosted Coaches Clinics	126,876	85,712	120,579	100,000	73,850	138,236	26,150	26.2%	(64,386)	(87.2%)	140,629
9	1233 Disability Swimming Coaches Workshop	-	-	444	0	0	8,160	-		(8,160)		(8,604)
10	1237 Non-USAS Clinic Participation	34,882	31,144	32,093	38,100	38,100	38,100	-	0.0%	-	0.0%	(11,984)
11	1240 Online Coach Clinics/Podcasts	17,370	14,272	5,601	15,900	5,099	10,100	10,801	67.9%	(5,001)	(98.1%)	37,569
12	1242 Coach Mentoring	62,571	73,585	121,355	116,100	114,100	129,322	2,000	1.7%	(15,222)	(13.3%)	(301,664)
13	1245 Master Coach Program	101,294	102,215	118,724	139,400	114,245	25,000	25,155	18.0%	89,245	78.1%	194,215
14	1290 Travel & Program Support	96,012	138,479	139,257	171,000	171,000	191,680	-	0.0%	(20,680)	(12.1%)	(306,727)
Program Group Total		492,971	488,433	576,334	643,300	579,194	603,398	64,106	10.0%	(24,204)	(4.2%)	(185,515)
Club Education and Development												
15	1302 Club Excellence Program	474,811	471,753	459,261	463,000	463,000	463,000	-	0.0%	-	0.0%	(146,424)
16	1305 Club Recognition Program	79	-	-	7,500	7,500	7,500	-	0.0%	-	0.0%	11,690
17	1311 Club Governance Programs	26,196	37,410	26,110	47,000	25,670	31,154	21,330	45.4%	(5,484)	(21.4%)	(8,959)
18	1314 Club Resources	12,596	14,949	5,508	33,600	33,600	13,734	-	0.0%	19,866	59.1%	44,022
19	1332 Club Research Technology	110,465	145,833	113,446	50,600	30,600	30,500	20,000	39.5%	100	0.3%	(48,865)
20	1390 Travel & Program Support	153,758	148,358	182,918	169,100	144,200	169,382	24,900	14.7%	(25,182)	(17.5%)	(32,834)
Program Group Total		777,906	818,304	787,243	770,800	704,570	715,270	66,230	8.6%	(10,700)	(1.5%)	(181,370)
LSC Development & Education												
21	1465 LSC & Zone Governance Study	99,194	-	-	0	0	0	-		-		147,319
22	1470 LSC Consulting	33,655	45,431	82,377	60,000	60,000	67,902	-	0.0%	(7,902)	(13.2%)	(39,681)
23	1475 LEAP Program	45,987	64,256	50,123	70,500	48,500	53,500	22,000	31.2%	(5,000)	(10.3%)	(99,665)
24	1481 Leadership Workshops	10,733	16,236	16,918	37,300	37,300	26,971	-	0.0%	10,329	27.7%	(48,302)
Program Group Total		189,569	125,923	149,418	167,800	145,800	148,373	22,000	13.1%	(2,573)	(1.8%)	(40,328)
Facilities Advocacy & Development												
25	1505 Build a Pool Conference	60,416	68,781	50,966	62,700	62,700	60,200	-	0.0%	2,500	4.0%	17,882
26	1507 Aquatic Industry Relations	21,957	23,355	26,399	22,400	22,400	22,400	-	0.0%	-	0.0%	(17,817)
27	1590 Travel & Program Support	11,748	4,345	4,995	11,800	11,800	146,800	-	0.0%	(135,000)	(1144.1%)	(129,028)
Program Group Total		94,120	96,481	82,360	96,900	96,900	229,400	-	0.0%	(132,500)	(136.7%)	(128,963)

SPORT DEVELOPMENT							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
Membership Growth & Diversity												
28	1638 Diversity Management Support	66,182	58,164	65,600	113,500	113,500	106,550	-	0.0%	6,950	6.1%	(73,551)
29	1640 Community Swim Team Development	23,390	43,164	56,807	65,600	65,600	70,500	-	0.0%	(4,900)	(7.5%)	(188,324)
30	1642 Diversity Research Study	-	-	-	0	0	0	-		-		10,000
31	1645 Zone Diversity Camps & Meetings	12,147	24,748	25,430	45,400	30,400	35,400	15,000	33.0%	(5,000)	(16.4%)	(73,056)
32	1651 Diversity VIK	13,436	14,893	12,973	15,000	15,000	15,000	-	0.0%	-	0.0%	(18,184)
33	1665 Diversity Select Camp	75,178	57,600	62,811	71,100	72,920	75,256	(1,820)	(2.6%)	(2,336)	(3.2%)	(51,843)
Program Group Total		190,333	198,568	223,622	310,600	297,420	302,706	13,180	4.2%	(5,286)	(1.8%)	(394,958)
Committees												
34	1823 Convention Education Committee	10,351	9,680	14,553	13,500	9,006	500	4,494	33.3%	8,506	94.4%	11,307
35	1830 LSC Development Committee	17,591	23,054	20,661	26,400	25,500	4,550	900	3.4%	20,950	82.2%	(14,989)
36	1841 Disability Swimming Committee	615	4,421	2,021	600	600	500	-	0.0%	100	16.7%	5,316
37	1842 Diversity Committee	10,861	18,055	11,325	20,800	20,950	500	(150)	(0.7%)	20,450	97.6%	(4,967)
38	1851 Age Group Development Committee	500	1,014	7,038	800	100	500	700	87.5%	(400)	(400.0%)	12,702
39	1856 Club Development Committee	221	670	192	600	100	500	500	83.3%	(400)	(400.0%)	8,109
40	1860 Governance Committee	679	9,432	156	0	0	0	-		-		(7,075)
41	1885 Senior Development Committee	607	9,609	3,936	11,200	100	500	11,100	99.1%	(400)	(400.0%)	1,962
Program Group Total		41,424	75,934	59,884	73,900	56,356	7,550	17,544	23.7%	48,806	86.6%	12,365
Administration & Operational Support												
42	1990 Administration & Operational Support	277,785	286,488	310,301	307,100	343,250	471,718	(36,150)	(11.8%)	(128,468)	(37.4%)	(127,999)
43	1710 Learn Programs	-	-	-	0	0	0	-		-		-
44	1999 Salary and Benefits	1,882,429	2,011,799	2,138,868	2,209,500	2,224,231	2,657,275	(14,731)	(0.7%)	(433,045)	(19.5%)	(2,029,849)
Program Group Total		2,160,214	2,298,287	2,449,169	2,516,600	2,567,481	3,128,993	(50,881)	(2.0%)	(561,513)	(21.9%)	(2,157,848)
TOTAL SPORT DEVELOPMENT		4,141,406	4,455,110	4,653,677	4,907,800	4,775,663	5,364,094	132,137	2.7%	(588,432)	(12.3%)	(3,419,227)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC CAMPS Program:1117
Program Manager: MJ Truex/Morgan Weinberg

Program Description: First level of multi-tiered USA Swimming camp program. LSC Camps are requested by LSC. USA-S provides educational and motivational materials to run camps in the LSC. Each camp is designed as a combination of education sessions, social opportunities and water activities. LSCs can target any segment of their membership: age group, open water, minorities, disabled, etc. Budget for ~15 camps per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	356	801	255	500	500	500	-	0.0%	-	0.0%	(710)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	17	
60020	SUPPLIES	5,180	2,718	1,725	5,500	5,500	-	-	0.0%	5,500	100.0%	3,556	
60050	HONORARIA	4,200	360	-	-	-	-	-	-	-	-	17,880	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	792	
60056	PROTOCOL/GIFTS	1,220	-	-	-	-	5,500	-	-	(5,500)	-	(3,116)	Items to giveaway at camps (includes a few of each item- water bottles, towels, kickboards, toys, etc.)
60061	APPAREL	2,813	3,151	4,357	4,200	4,200	4,200	-	0.0%	-	0.0%	(3,172)	Swim caps and t-shirts for athletes: t-shirts for staff (approx. \$400 per camp)- use VIK to subsidize
	TOTAL EXPENSES	13,769	7,029	6,338	10,200	10,200	10,200	-	0.0%	-	0.0%	15,247	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE SELECT CAMPS Program:1118

Program Manager: Morgan Weinberg

Program Description: Camp program which supports strategy to identify emerging young talent as well as provide an outstanding educational and motivational opportunity. The four Zone Select Camps are the 2nd level of the USA-S camp program. The Zone camps target girls 12-13 and boys 13-14.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60004	EXPENSES:	5	30	128	-	50	-	(50)	-	50	100.0%	9	
60010	CONFERENCE CALLS	24	12	30	-	-	-	-	-	-	-	(5)	
60011	POSTAGE	1,911	1,023	1,585	1,000	1,000	1,600	-	0.0%	(600)	(60.0%)	85	
60013	FREIGHT	150	-	100	-	-	-	-	-	-	-	50	
60015	EXCESS BAGGAGE & TIPS	0	-	-	-	-	-	-	-	-	-	59	
60016	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	8,944	
60017	CAR RENTAL/GAS	1,219	599	899	1,000	1,000	-	-	0.0%	1,000	100.0%	3,061	
60020	PERSONAL CAR MILEAGE	2,371	2,668	2,942	2,626	1,600	1,600	1,026	39.1%	-	0.0%	4,743	\$400 per camp- approx \$5 per person
	SUPPLIES												
60033	MEALS & ENTERTAINMENT	1,885	1,924	2,036	22,000	1,200	3,200	20,800	94.5%	(2,000)	(166.7%)	21,252	Activity at camp (baseball game, bowling, etc)- optional- \$500 each camp to subsidize; \$300 per camp for staff dinner pre-camp start
60034	CAR RENTAL	5,284	4,509	5,631	1,650	1,650	1,200	-	0.0%	450	27.3%	(7,705)	
60035	CAR RENTAL-GAS	380	306	353	-	-	-	-	-	-	-	(279)	
60036	OTHER LODGING	0	-	38,861	-	-	-	-	-	-	-	(38,861)	
60038	OTHER AIRFARE	0	-	9,770	-	-	-	-	-	-	-	(9,770)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,424	
													Budget based off of 56 athletes (28 females ages 12-13; 28 males ages 13-14), 2 NJT athletes per camp (or 1 NT athletes in Olympic Year per camp), 7 camp staff and 2 USA-S staff per camp. Airfare and lodging to those that need it.
60040	AIRFARE	13,034	13,465	14,446	22,000	22,000	20,000	-	0.0%	2,000	9.1%	(17,064)	
60041	GROUND TRANSPORTATION	854	822	798	1,000	800	800	200	20.0%	-	0.0%	3,816	
													Budget based off of 56 athletes (28 females ages 12-13; 28 males ages 13-14), 2 NJT athletes per camp (or 1 NT athletes in Olympic Year per camp), 7 camp staff and 2 USA-S staff per camp. Airfare and lodging to those that need it.
60042	LODGING	29,252	40,633	14,239	46,000	46,000	45,720	-	0.0%	280	0.6%	(5,982)	
60043	PER DIEM	2,354	1,994	2,216	1,824	1,824	1,824	-	0.0%	-	0.0%	(219)	
60044	HOSPITALITY	24,954	17,448	25,165	1,000	20,800	26,000	(19,800)	(1980.0%)	(5,200)	(25.0%)	(55,962)	\$6,500 per camp- meals for camp at university dining halls
60045	TICKETS	528	1,030	-	-	-	-	-	-	-	-	617	
60046	LAUNDRY SERVICES	0	8	-	-	-	-	-	-	-	-	9	
60050	HONORARIA	6,000	4,000	4,000	4,000	4,000	6,000	-	0.0%	(2,000)	(50.0%)	1,400	\$1,000 for site director of each camp; extra \$500 per camp in 2020 for NT athletes
60056	PROTOCOL/GIFTS	0	30	-	-	-	1,300	-	-	(1,300)	-	(1,330)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,230	1,602	1,871	-	-	1,300	-	-	(1,300)	-	(276)	
60061	APPAREL	1,692	525	1,442	3,500	3,500	2,300	-	0.0%	1,200	34.3%	4,351	\$15 per staff member; \$8 per athlete- subsidize with VIK
60065	EQUIPMENT/SPACE RENTAL	8,912	6,377	11,192	10,000	10,000	12,000	-	0.0%	(2,000)	(20.0%)	(6,971)	\$3,000 per camp for pool/meeting space rental
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	196	
60097	OTHER PROFESSIONAL SERVICES	3,011	3,160	3,463	-	3,000	-	(3,000)	-	3,000	100.0%	(5,699)	
60098	DUES & FEES	455	176	-	3,000	-	3,000	3,000	100.0%	(3,000)	-	5,424	Pre-Employment Screening expenses for camp staff. Approx. \$125 per staff member.
	TOTAL EXPENSES	105,505	102,340	141,167	120,600	118,424	127,844	2,176	1.8%	(9,420)	(8.0%)	(92,683)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL SELECT CAMPS Program:1119
Program Manager: Morgan Weinberg

Program Description: Third level in USA-S camp program progression. The National Select Camps are conducted at the Olympic Training Center. Program includes 96 athletes and their personal coaches between both camps. The focus of each camp is motivation, education, and training in that order. Educational sessions are conducted by USOC and USA-S staff members. Camps do not take place in Olympic years.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	47	20	-	-	-	-	-	-	-	(21)	
60010	POSTAGE	0	42	7	-	-	-	-	-	-	-	(46)	
60011	FREIGHT	0	21	48	-	-	-	-	-	-	-	63	
60013	EXCESS BAGGAGE & TIPS	0	110	200	-	-	-	-	-	-	-	(310)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	22	
60017	PERSONAL CAR MILEAGE	0	201	1,002	-	-	-	-	-	-	-	(156)	
60020	SUPPLIES	0	5,465	3,598	2,820	2,820	-	-	0.0%	2,820	100.0%	(7,755)	
60033	MEALS & ENTERTAINMENT	0	1,813	510	500	500	-	-	0.0%	500	100.0%	(1,584)	
60034	CAR RENTAL	0	266	-	-	-	-	-	-	-	-	(266)	
60035	CAR RENTAL-GAS	0	16	117	-	-	-	-	-	-	-	(134)	
60036	OTHER LODGING	0	-	27,074	-	-	-	-	-	-	-	(27,074)	
60038	OTHER AIRFARE	0	-	29,550	-	-	-	-	-	-	-	(29,550)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	4,382	
60040	AIRFARE	0	61,987	9,879	41,200	41,200	-	-	0.0%	41,200	100.0%	(19,611)	
60041	GROUND TRANSPORTATION	0	277	680	-	-	-	-	-	-	-	(473)	
60042	LODGING	0	70,000	421	50,580	50,580	-	-	0.0%	50,580	100.0%	(119,531)	
60043	PER DIEM	0	103	147	-	-	-	-	-	-	-	(250)	
60044	HOSPITALITY	0	3,492	1,120	3,000	3,000	-	-	0.0%	3,000	100.0%	(1,628)	
60050	HONORARIA	0	-	3,240	4,000	4,000	-	-	0.0%	4,000	100.0%	(5,240)	
60056	PROTOCOL/GIFTS	0	738	2,172	-	-	-	-	-	-	-	(1,496)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,163	74	600	600	-	-	0.0%	600	100.0%	(357)	
60061	APPAREL	0	4,555	1,455	3,000	3,000	-	-	0.0%	3,000	100.0%	(2,605)	
60062	APPAREL - VIK	0	-	10,123	-	-	-	-	-	-	-	(10,123)	
60065	EQUIPMENT/SPACE RENTAL	0	500	-	-	-	-	-	-	-	-	(500)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	500	
60097	OTHER PROFESSIONAL SERVICES	0	1,858	1,189	-	-	-	-	-	-	-	(1,554)	
60098	DUES & FEES	1,395	1,404	1,655	3,000	3,000	-	-	0.0%	3,000	100.0%	1,152	
	TOTAL EXPENSES	1,395	154,059	94,282	108,700	108,700	-	-	0.0%	108,700	100.0%	(224,144)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CAMP APPAREL (VIK) Program:1120

Program Manager: MJ Truex

Program Description: Use of VIK to provide apparel & equipment for National Select, Zone Select, and Open Water Select camp programs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60062	EXPENSES:												
	APPAREL - VIK	22,878	29,706	18,781	25,000	25,000	25,000	-	0.0%	-	0.0%	6,566	
	TOTAL EXPENSES	22,878	29,706	18,781	25,000	25,000	25,000	-	0.0%	-	0.0%	6,566	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TECH SERVICES SUPPORT Program:1135
Program Manager: Tom Avischious

Program Description: Funding for supplies & equipment for Sports Performance & Sport Development Consultants to provide technical services to athletes at competitions, camps and club visits. Supports efforts to expand technical support services to athletes and coaches.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60006	OTHER COMMUNICATIONS COST	0	482	597	-	-	-	-	-	-	-	(579)	
60020	SUPPLIES	55	25	-	-	-	-	-	-	-	-	30	
60030	SOFTWARE	159	500	159	400	400	400	-	0.0%	-	0.0%	922	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	52	
60060	GEAR/EQUIPMENT/SIGNAGE	739	4,712	5,883	2,500	2,500	2,500	-	0.0%	-	0.0%	(6,280)	New equipment such as monitors, projectors or laptops.
60097	OTHER PROFESSIONAL SERVICES	0	300	-	-	-	-	-	-	-	-	(300)	
	TOTAL EXPENSES	954	6,018	6,639	2,900	2,900	2,900	-	0.0%	-	0.0%	(6,154)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER SELECT CAMP Program:1163
Program Manager: MJ Truex/Morgan Weinberg

Program Description: National camp which targets participation by distance freestylers who have not represented the USA in Open Water competition or previously attended this camp. This program seeks to promote interest in Open Water swimming by accomplished pool swimmers. The camp is designed to provide an Open Water training and competition opportunity as well as education and motivation for both athletes and their personal coaches. 2020 budget based on 24 athletes, 15 home coaches, 10 camp staff and 2 USA-S staff.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	43	13	22	-	-	-	-	-	-	-	67	
60005	INTERNET SERVICE	0	-	5	-	-	-	-	-	-	-	(5)	
60010	POSTAGE	5	5	-	-	-	-	-	-	-	-	0	
60011	FREIGHT	1,547	1,314	776	1,200	1,200	1,200	-	0.0%	-	0.0%	(380)	
60013	EXCESS BAGGAGE & TIPS	50	470	540	-	-	-	-	-	-	-	(960)	
60016	CAR RENTAL/GAS	0	87	-	-	-	-	-	-	-	-	6,299	
60017	PERSONAL CAR MILEAGE	670	435	14	500	-	-	500	100.0%	-	-	2,361	
60020	SUPPLIES	5,180	2,553	1,118	1,582	800	800	782	49.4%	-	0.0%	3,273	
													\$500 for camp staff dinner (night before camp starts)
60033	MEALS & ENTERTAINMENT	33	75	447	-	500	500	(500)	-	-	0.0%	1,289	
60034	CAR RENTAL	3,768	3,777	4,050	1,740	3,740	3,560	(2,000)	(114.9%)	180	4.8%	(11,360)	
60035	CAR RENTAL-GAS	258	67	177	-	-	-	-	-	-	-	14	
60036	OTHER LODGING	0	-	15,904	-	-	-	-	-	-	-	(15,904)	
60038	OTHER AIRFARE	0	-	1,200	-	-	-	-	-	-	-	(1,200)	
													Budget based on 24 athletes, 15 home coaches, 10 camp staff and 2 USA-S staff. Airfare and lodging for those who need it.
60040	AIRFARE	18,475	20,615	16,831	21,000	21,000	21,000	-	0.0%	-	0.0%	(6,526)	
60041	GROUND TRANSPORTATION	162	377	699	1,000	-	-	1,000	100.0%	-	-	6,142	
													Budget based on 24 athletes, 15 home coaches, 10 camp staff and 2 USA-S staff. Airfare and lodging for those who need it.
60042	LODGING	7,217	10,633	492	15,610	15,610	15,924	-	0.0%	(314)	(2.0%)	(12,302)	
60043	PER DIEM	1,177	1,199	840	1,368	1,368	1,368	-	0.0%	-	0.0%	(894)	
60044	HOSPITALITY	6,141	1,342	8,540	6,000	8,000	8,000	(2,000)	(33.3%)	-	0.0%	2,411	
													All camp meals/snacks Addition of honoraria consistent with other camps
60050	HONORARIA	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(4,000)	
60056	PROTOCOL/GIFTS	0	60	1,207	-	800	808	(800)	-	(8)	(1.0%)	(2,875)	
60060	GEAR/EQUIPMENT/SIGNAGE	576	474	-	1,500	700	700	800	53.3%	-	0.0%	3,260	
													\$10 per athlete/home coach; \$18 per camp staff
60061	APPAREL	348	955	258	1,000	1,000	600	-	0.0%	400	40.0%	(1,145)	
60062	APPAREL - VIK	0	-	2,884	-	-	-	-	-	-	-	(1,924)	
													Classroom, Pool, Kayaks, Waverunners, etc.
60065	EQUIPMENT/SPACE RENTAL	3,812	8,815	1,560	5,000	5,000	5,000	-	0.0%	-	0.0%	(7,920)	
60097	OTHER PROFESSIONAL SERVICES	906	761	876	-	-	-	-	-	-	-	(732)	
													Camp Staff Pre-Employment Screenings; entry fees for OW meet (dependent on year)
60098	DUES & FEES	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	1,568	
	TOTAL EXPENSES	50,368	54,028	58,440	60,500	62,718	62,460	(2,218)	(3.7%)	258	0.4%	(41,442)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH EDUCATION DEVELOPMENT Program:1213
Program Manager: MJ Truex & Tom Avischious
Program Description: Funding for operation of online coach education courses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	3	
60011	FREIGHT	0	44	114	-	-	-	-	-	-	-	(140)	
60013	EXCESS BAGGAGE & TIPS	0	-	320	-	-	-	-	-	-	-	(320)	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	97	
60040	AIRFARE	0	-	1,511	-	-	-	-	-	-	-	(1,511)	
60041	GROUND TRANSPORTATION	0	-	198	-	-	-	-	-	-	-	(198)	
60043	PER DIEM	0	-	119	-	-	-	-	-	-	-	(119)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	450	
60087	CREDIT CARD FEES	98	-	-	2,800	2,800	2,800	-	0.0%	-	0.0%	8,757	
60090	DEPRECIATION & AMORTIZATION	22,822	11,393	6,431	-	-	-	-	-	-	-	114,853	Note- cost of Foundations of Coaching online project was \$132,677 amortized over 4 years - 2013 to 2016. 2017 and 2018 depreciation includes ePath learning software for LSC's and coaches Funding for Webonize platform to develop new Foundations of Coaching Course & other future online courses \$450 per month ePath platform fee = \$5,400; plus \$3.00 per test user fee x 6,900 revenue tests per year = \$20,700; plus \$1.75 per test user fee for non-revenue tests x 1000 tests = \$1,750.
60097	OTHER PROFESSIONAL SERVICES	0	300	-	30,000	30,000	30,000	-	0.0%	-	0.0%	(48,827)	
60098	DUES & FEES	31,047	31,289	29,591	30,000	30,000	30,000	-	0.0%	-	0.0%	(1,996)	
	TOTAL EXPENSES	53,967	43,025	38,283	62,800	62,800	62,800	-	0.0%	-	0.0%	71,049	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USA-S HOSTED COACHES CLINICS Program:1231
Program Manager: MJ Truex, Tom Avischious, Morgan Weinberg
Program Description: Funding for coach education clinics conducted by USA Swimming. Program includes National Age Group Summit (hosted at OTC in even numbered years for 40 coaches) and Regional Coaches' Clinics (8 per year). Supports strategic efforts to provide coach education opportunities for coaches at all levels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	50	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	33	
60010	POSTAGE	3	1	32	-	-	-	-	-	-	-	124	
60011	FREIGHT	2,788	1,649	2,706	2,000	2,000	2,500	-	0.0%	(500)	(25.0%)	252	\$300 per clinic x 8 Regional Coach Clinics
60013	EXCESS BAGGAGE & TIPS	50	50	175	-	-	-	-	-	-	-	(175)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	3,267	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	13,898	
60017	PERSONAL CAR MILEAGE	22	222	672	-	-	-	-	-	-	-	356	
60020	SUPPLIES	767	158	230	868	868	1,000	-	0.0%	(132)	(15.2%)	514	
60033	MEALS & ENTERTAINMENT	2,030	-	2,094	-	-	-	-	-	-	-	129	
60034	CAR RENTAL	4,294	3,411	5,094	1,800	1,800	1,950	-	0.0%	(150)	(8.3%)	(7,961)	
60035	CAR RENTAL-GAS	356	231	311	300	300	300	-	0.0%	-	0.0%	(787)	
60036	OTHER LODGING	0	-	15,587	-	-	-	-	-	-	-	(15,587)	
60038	OTHER AIRFARE	0	-	2,425	-	-	-	-	-	-	-	(2,425)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,490	
60040	AIRFARE	32,686	11,158	30,678	16,000	6,000	36,500	10,000	62.5%	(30,500)	(508.3%)	10,720	Budgeting approx. 75 total attendees. Airfare and lodging for those who need it.
60041	GROUND TRANSPORTATION	989	905	1,154	1,000	1,000	500	-	0.0%	500	50.0%	557	OTC Shuttle for NAGS Social
60042	LODGING	18,556	12,370	9,149	15,360	3,210	29,200	12,150	79.1%	(25,990)	(809.7%)	8,590	Budgeting approx. 75 total attendees. Airfare and lodging for those who need it.
60043	PER DIEM	4,562	4,939	4,923	5,472	5,472	5,586	-	0.0%	(114)	(2.1%)	(3,093)	
60044	HOSPITALITY	30,463	12,771	15,069	20,000	20,000	20,000	-	0.0%	-	0.0%	139,208	\$2,000 per clinic; \$4,000 for NAGS activity/social
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	15	
60050	HONORARIA	6,000	-	2,000	4,000	-	7,000	4,000	100.0%	(7,000)	-	-	\$500 per clinic for RCCs; \$3,000 for NAGS
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	2,772	
60056	PROTOCOL/GIFTS	4,870	2,929	3,090	4,000	4,000	5,000	-	0.0%	(1,000)	(25.0%)	178	
60060	GEAR/EQUIPMENT/SIGNAGE	1,207	838	10	1,200	1,200	1,200	-	0.0%	-	0.0%	1,326	
60065	EQUIPMENT/SPACE RENTAL	13,087	29,503	20,987	24,000	24,000	24,000	-	0.0%	-	0.0%	(27,522)	Room rental w/AV for 8 RCCs at \$3,000/clinic
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	46	
60075	AUTOMOBILE EXPENSE	0	-	95	-	-	-	-	-	-	-	(95)	
60087	CREDIT CARD FEES	1,648	1,703	1,042	2,000	2,000	-	-	0.0%	2,000	100.0%	3,468	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	2,894	
60098	DUES & FEES	2,501	2,875	3,057	2,000	2,000	3,500	-	0.0%	(1,500)	(75.0%)	8,386	Cvent registration/CC fee of ~\$4.25 per person
	TOTAL EXPENSES	126,876	85,712	120,579	100,000	73,850	138,236	26,150	26.2%	(64,386)	(87.2%)	140,629	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DISABILITY SWIMMING COACHES WORKSHOP Program:1233

Program Manager: Randy Julian

Program Description: Funding for a once per quad workshop for coaches who work with athletes with disabilities. Workshop will partner with the USOC/Para Swimming Office.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	65	-	-	300	-	-	(300)	-	(365)	
60033	MEALS & ENTERTAINMENT	0	-	137	-	-	-	-	-	-	-	(137)	
60042	LODGING	0	-	-	-	-	7,560	-	-	(7,560)	-	(7,560)	
60044	HOSPITALITY	0	-	233	-	-	300	-	-	(300)	-	(533)	
60075	AUTOMOBILE EXPENSE	0	-	9	-	-	-	-	-	-	-	(9)	
	TOTAL EXPENSES	0	-	444	-	-	8,160	-	-	(8,160)	-	(8,604)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NON-USAS CLINIC PARTICIPATION Program:1237
Program Manager: Tom Avischious

Program Description: Funding to send USA-S staff and booth to major swim coaching clinics in the USA. These clinics provide a great opportunity to interact with coaches and promote USA-S programs and services.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	5	-	-	-	-	-	-	-	-	-	14	
60011	FREIGHT	970	1,090	109	876	876	876	-	0.0%	-	0.0%	257	
60013	EXCESS BAGGAGE & TIPS	110	-	4	-	-	-	-	-	-	-	106	
60015	PRINTING AND DUPLICATION	0	-	4	-	-	-	-	-	-	-	(2)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,586	
60017	PERSONAL CAR MILEAGE	143	9	64	-	-	-	-	-	-	-	191	
60020	SUPPLIES	9	-	-	-	-	-	-	-	-	-	111	
60033	MEALS & ENTERTAINMENT	292	20	-	-	-	-	-	-	-	-	908	
60034	CAR RENTAL	1,722	1,510	2,579	1,900	1,900	1,900	-	0.0%	-	0.0%	(6,167)	
60035	CAR RENTAL-GAS	79	140	200	100	100	100	-	0.0%	-	0.0%	(460)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	411	
60040	AIRFARE	6,596	5,297	7,361	10,000	10,000	10,000	-	0.0%	-	0.0%	(6,534)	Budgeting ~20 trips across ~4 clinics. Airfare and lodging for those who need it.
60041	GROUND TRANSPORTATION	961	890	690	648	648	648	-	0.0%	-	0.0%	(51)	
60042	LODGING	10,275	10,594	9,746	10,730	10,730	10,730	-	0.0%	-	0.0%	(4,068)	Budgeting ~20 trips across ~4 clinics. Airfare and lodging for those who need it.
60043	PER DIEM	4,245	4,371	4,135	5,446	5,446	5,446	-	0.0%	-	0.0%	(3,134)	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	13	
60060	GEAR/EQUIPMENT/SIGNAGE	627	13	-	-	-	-	-	-	-	-	1,391	
60065	EQUIPMENT/SPACE RENTAL	5,617	4,474	4,359	4,400	4,400	4,400	-	0.0%	-	0.0%	(1,619)	Booth rental fees at four clinics
60087	CREDIT CARD FEES	0	-	2	-	-	-	-	-	-	-	(2)	
60097	OTHER PROFESSIONAL SERVICES	0	77	-	-	-	-	-	-	-	-	(77)	
60098	DUES & FEES	3,232	2,660	2,840	4,000	4,000	4,000	-	0.0%	-	0.0%	2,142	ASCA Membership and ASCA World Clinic registrations
	TOTAL EXPENSES	34,882	31,144	32,093	38,100	38,100	38,100	-	0.0%	-	0.0%	(11,984)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ONLINE COACH CLINICS/PODCASTS Program:1240
Program Manager: MJ Truex/Morgan Weinberg

Program Description: Funding to support regular professional development opportunities for coaches via conference call and web-based conferencing. Supports strategic efforts to expand educational services for coaches

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	591	482	91	300	200	300	100	33.3%	(100)	(50.0%)	652	
60010	POSTAGE	0	-	1	-	-	-	-	-	-	-	(0)	
60011	FREIGHT	0	13	-	-	-	-	-	-	-	-	286	
60030	SOFTWARE	16,430	13,475	4,688	10,000	4,750	5,000	5,250	52.5%	(250)	(5.3%)	38,216	Adobe Connect software fees
60033	MEALS & ENTERTAINMENT	0	-	-	500	-	-	500	100.0%	-	-	2,450	No in-person event in 2019
60034	CAR RENTAL	0	-	-	225	-	150	225	100.0%	(150)	-	(150)	
60040	AIRFARE	0	-	-	500	-	500	500	100.0%	(500)	-	(500)	Budget 1 staff trip.
60042	LODGING	0	-	-	555	-	370	555	100.0%	(370)	-	(370)	Budget 1 staff trip.
60043	PER DIEM	0	-	-	171	-	114	171	100.0%	(114)	-	(114)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	360	
60050	HONORARIA	250	250	-	3,000	-	3,000	3,000	100.0%	(3,000)	-	(3,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	500	-	500	500	100.0%	(500)	-	830	
60070	CAMERA, PHOTO, VIDEO	0	-	65	-	-	-	-	-	-	-	(65)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	523	-	-	-	-	-	-	-	(523)	
60080	SUBSCRIPTIONS	99	52	234	149	149	166	-	0.0%	(17)	(11.4%)	(502)	~\$150 annual SoundCloud fee for podcast site
	TOTAL EXPENSES	17,370	14,272	5,601	15,900	5,099	10,100	10,801	67.9%	(5,001)	(98.1%)	37,569	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH MENTORING Program:1242
Program Manager: MJ Truex/Morgan Weinberg

Program Description: Program provides six different coach and athlete mentoring opportunities. Funding is provided to (1) create matching grants for a LSC Coach Mentoring program and (2) to provide special opportunities for female coaches (two Women's Leadership Summits), (3) coaches working with disabled athletes (4) coaches working with diverse teams, (5) two "She Leads" summits for High School age girls and (6) two "We Lead" summits for high school age athletes (all genders). Aligns with business plan strategy to facilitate opportunities for experienced coaches to mentor young coaches and develop programs to educate and inspire athletes. Each leadership event costs approx \$20,000 with anticipated revenue offsetting cost depending on location/lodging/meals/etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	4	16	-	-	-	-	-	-	-	-	11	
60010	POSTAGE	13	26	34	-	-	-	-	-	-	-	(32)	
60011	FREIGHT	295	253	475	1,200	400	600	800	66.7%	(200)	(50.0%)	(1,238)	
60013	EXCESS BAGGAGE & TIPS	125	75	175	-	-	-	-	-	-	-	(125)	
60015	PRINTING AND DUPLICATION	425	-	22	900	200	200	700	77.8%	-	0.0%	275	
60016	CAR RENTAL/GAS	0	10	-	-	-	-	-	-	-	-	1,846	
60017	PERSONAL CAR MILEAGE	309	348	241	300	300	300	-	0.0%	-	0.0%	(130)	
60020	SUPPLIES	2,141	1,023	3,054	1,882	1,882	1,500	-	0.0%	382	20.3%	(2,936)	
60033	MEALS & ENTERTAINMENT	507	1,510	938	-	100	100	(100)	-	-	0.0%	(569)	
60034	CAR RENTAL	2,068	1,845	4,522	2,250	6,350	6,350	(4,100)	(182.2%)	-	0.0%	(16,999)	
60035	CAR RENTAL-GAS	259	119	383	-	300	300	(300)	-	-	0.0%	(843)	
60036	OTHER LODGING	0	-	753	-	-	-	-	-	-	-	(753)	
60038	OTHER AIRFARE	0	-	1,025	-	-	-	-	-	-	-	(1,025)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	975	
60040	AIRFARE	5,794	7,637	9,420	10,000	10,000	15,000	-	0.0%	(5,000)	(50.0%)	(28,056)	Budget ~30 trips. Airfare and lodging for those who need it.
60041	GROUND TRANSPORTATION	551	1,231	1,271	2,000	200	200	1,800	90.0%	-	0.0%	(1,619)	
													When hosting at La Foret cost is approx \$50/night- all other venues closer to hotel prices
60042	LODGING	7,034	13,933	7,777	9,200	9,200	11,360	-	0.0%	(2,160)	(23.5%)	(25,341)	
60043	PER DIEM	2,154	1,907	2,214	1,368	1,368	3,192	-	0.0%	(1,824)	(133.3%)	(5,179)	
60044	HOSPITALITY	11,380	6,667	18,726	12,000	12,000	15,500	-	0.0%	(3,500)	(29.2%)	(33,175)	\$3,000 per event; \$500 for Convention activation
60050	HONORARIA	6,600	7,700	17,850	36,000	32,000	30,500	4,000	11.1%	1,500	4.7%	(71,500)	\$6,000 per event
60056	PROTOCOL/GIFTS	0	3,369	2,562	-	3,600	3,600	(3,600)	-	-	0.0%	(13,131)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	268	-	-	-	-	-	-	-	-	(268)	
60061	APPAREL	0	452	889	-	1,000	1,120	(1,000)	-	(120)	(12.0%)	(3,460)	
60065	EQUIPMENT/SPACE RENTAL	3,708	3,405	18,293	9,000	5,200	10,500	3,800	42.2%	(5,300)	(101.9%)	(32,851)	\$2,000 per event; \$500 for Convention activation
60075	AUTOMOBILE EXPENSE	0	105	73	-	-	-	-	-	-	-	(158)	
60087	CREDIT CARD FEES	0	229	1,575	-	-	-	-	-	-	-	(1,804)	
60097	OTHER PROFESSIONAL SERVICES	4,343	6,834	1,000	-	-	-	-	-	-	-	(2,740)	
60098	DUES & FEES	225	125	1,770	-	-	5,000	-	-	(5,000)	-	(6,012)	Assessment for Leadership Events 35 x \$25 x 6 events = \$5,200
													LSCs have the opportunity to apply for matching funds to create their own LSC directed Coach Mentorship Program- \$60,000 in funds available (15 LSCs x \$4,000); \$10,000 available for travel grants for visiting coaches working with diverse or disabled athletes (10 trips X \$1000/trip= \$10,000)
60100	GRANTS	14,635	14,498	26,312	30,000	30,000	24,000	-	0.0%	6,000	20.0%	(54,822)	
	TOTAL EXPENSES	62,571	73,585	121,355	116,100	114,100	129,322	2,000	1.7%	(15,222)	(13.3%)	(301,664)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MASTER COACH PROGRAM Program:1245
Program Manager: Tom Avischious

Program Description: Club / Coach mentoring program whereby USA Swimming contracts highly successful, recently retired coaches to visit clubs specifically selected for this opportunity. This program supports business plan strategy to facilitate opportunities for experienced coaches to mentor young coaches. Decreasing program in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	14	
60010	POSTAGE	1	-	-	-	-	-	-	-	-	-	88	
60011	FREIGHT	0	-	13	-	-	-	-	-	-	-	178	
60013	EXCESS BAGGAGE & TIPS	175	50	125	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	3,564	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	26,456	
60017	PERSONAL CAR MILEAGE	1,612	1,830	2,099	800	800	-	-	0.0%	800	100.0%	(449)	
60020	SUPPLIES	0	-	-	10	10	-	-	0.0%	10	100.0%	1,006	
60033	MEALS & ENTERTAINMENT	295	59	-	-	-	-	-	-	-	-	2,084	
60034	CAR RENTAL	5,762	4,610	7,335	12,000	10,800	-	1,200	10.0%	10,800	100.0%	(16,984)	
60035	CAR RENTAL-GAS	459	391	597	370	370	-	-	0.0%	370	100.0%	(900)	
60036	OTHER LODGING	0	-	16,238	-	-	-	-	-	-	-	(16,238)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,601	
60040	AIRFARE	8,128	9,818	8,415	15,000	13,000	-	2,000	13.3%	13,000	100.0%	24,778	
60041	GROUND TRANSPORTATION	570	698	308	600	600	-	-	0.0%	600	100.0%	1,136	
60042	LODGING	15,464	13,374	2,024	19,500	17,700	-	1,800	9.2%	17,700	100.0%	57,985	
60043	PER DIEM	6,348	6,578	8,069	9,120	8,265	-	855	9.4%	8,265	100.0%	8,909	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,000	
60097	OTHER PROFESSIONAL SERVICES	16,275	-	-	-	-	-	-	-	-	-	16,527	
60098	DUES & FEES	80	81	-	-	-	-	-	-	-	-	75	
61050	CONTRACT LABOR	46,125	64,725	73,500	82,000	62,700	25,000	19,300	23.5%	37,700	60.1%	83,383	
	TOTAL EXPENSES	101,294	102,215	118,724	139,400	114,245	25,000	25,155	18.0%	89,245	78.1%	194,215	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TRAVEL & PROGRAM SUPPORT Program:1290
Program Manager: Tom Avischious
Program Description: Administrative and operational expenses for Coach-related Field Services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	49	-	-	-	-	-	-	-	(49)	
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	19	
60005	INTERNET SERVICE	10	-	-	-	-	-	-	-	-	-	10	
60010	POSTAGE	1	2	8	-	-	-	-	-	-	-	42	
60011	FREIGHT	2,837	3,455	3,237	3,050	3,050	3,350	-	0.0%	(300)	(9.8%)	(4,590)	
60013	EXCESS BAGGAGE & TIPS	5	150	-	134	134	154	-	0.0%	(20)	(14.9%)	(433)	
60015	PRINTING AND DUPLICATION	23	23	-	-	-	-	-	-	-	-	84	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	26,966	
60017	PERSONAL CAR MILEAGE	392	436	1,160	400	400	400	-	0.0%	-	0.0%	(328)	
60020	SUPPLIES	174	301	124	140	140	140	-	0.0%	-	0.0%	(190)	
60030	SOFTWARE	0	-	539	-	-	-	-	-	-	-	(539)	
60033	MEALS & ENTERTAINMENT	222	146	685	500	500	500	-	0.0%	-	0.0%	(297)	
60034	CAR RENTAL	8,367	9,080	11,008	22,440	22,440	23,870	-	0.0%	(1,430)	(6.4%)	(58,031)	Budgeting ~65 trips. Staff travel trips.
60035	CAR RENTAL-GAS	1,076	1,111	1,374	1,300	1,300	1,300	-	0.0%	-	0.0%	(4,009)	
60036	OTHER LODGING	0	-	1,054	-	-	-	-	-	-	-	(1,054)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,155	
60040	AIRFARE	14,730	20,762	23,273	27,000	27,000	32,000	-	0.0%	(5,000)	(18.5%)	(47,740)	Budgeting ~65 trips. Staff travel trips.
60041	GROUND TRANSPORTATION	1,517	2,550	1,945	2,592	2,592	3,072	-	0.0%	(480)	(18.5%)	(3,702)	
60042	LODGING	32,815	41,219	41,474	52,920	52,920	58,520	-	0.0%	(5,600)	(10.6%)	(79,367)	Budgeting ~65 trips. Staff travel trips.
60043	PER DIEM	13,662	17,538	17,647	24,624	24,624	27,474	-	0.0%	(2,850)	(11.6%)	(37,163)	Budgeting ~65 trips. Staff travel trips.
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	18	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	112	-	-	-	-	-	-	-	(11)	
60065	EQUIPMENT/SPACE RENTAL	0	53	-	-	-	-	-	-	-	-	294	
60070	CAMERA, PHOTO, VIDEO	0	-	14,526	-	-	-	-	-	-	-	(14,526)	
													Fee for video service feed at major events (Video Review for all athletes: NCSA, Y Nats, Oly Trials, USA Invite, US Open, Both SC Juniors)
60071	TELEVISION/VIDEO PRODUCTION	19,501	37,821	4,093	35,300	35,300	40,300	-	0.0%	(5,000)	(14.2%)	(93,893)	
60075	AUTOMOBILE EXPENSE	0	103	-	-	-	-	-	-	-	-	(103)	
60097	OTHER PROFESSIONAL SERVICES	0	3,408	16,947	-	-	-	-	-	-	-	9,573	
60098	DUES & FEES	681	322	-	600	600	600	-	0.0%	-	0.0%	1,140	
	TOTAL EXPENSES	96,012	138,479	139,257	171,000	171,000	191,680	-	0.0%	(20,680)	(12.1%)	(306,727)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB EXCELLENCE PROGRAM Program:1302
Program Manager: Tom Avischious

Program Description: The Club Excellence Program is a voluntary program that identifies and recognizes the Top 200 performing teams for their commitment to performance excellence. All teams that are among the Top 200 receive a banner signifying their accomplishment (Gold Medal-the top 20 teams; Silver Medal-teams ranked 21-100; Bronze Medal-teams ranked 101-200). The program provides grant funding up to: \$12,500 for the Gold Medal teams and \$3,500 for Silver Medal teams (the grant applications are scored by an evaluation committee). In addition, there are special funds available to Gold Medal clubs that achieve that ranking four years in a row.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	211	
60010	POSTAGE	1,555	1,664	52	-	-	-	-	-	-	-	5,160	
60011	FREIGHT	2,441	3,405	2,803	3,000	3,000	3,000	-	0.0%	-	0.0%	(3,508)	
60015	PRINTING AND DUPLICATION	1,139	455	-	-	-	-	-	-	-	-	2,216	
60020	SUPPLIES	319	1,058	398	300	300	300	-	0.0%	-	0.0%	(1,073)	
60060	GEAR/EQUIPMENT/SIGNAGE	20,042	19,569	19,488	19,700	19,700	19,700	-	0.0%	-	0.0%	(1,614)	
60100	GRANTS	449,315	445,602	436,520	440,000	440,000	440,000	-	0.0%	-	0.0%	(147,815)	
	TOTAL EXPENSES	474,811	471,753	459,261	463,000	463,000	463,000	-	0.0%	-	0.0%	(146,424)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CLUB RECOGNITION PROGRAM Program:1305

Program Manager: Tom Avischious

Program Description: Multi-level recognition and incentive program promoting club organizational progression in critical areas. This program includes the Virtual Club Championships and IMX programs. Aligns with strategic objective to raise the level of professionalism of clubs as businesses and organizations.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	1	Awards for IMX Games swim meets run around the country on behalf of USA Swimming
60011	FREIGHT	74	-	-	-	-	-	-	-	-	-	269	
60055	AWARDS	5	-	-	2,500	2,500	2,500	-	0.0%	-	0.0%	(4,995)	Software Enhancements
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	11,101	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	5,000	5,000	5,000	-	0.0%	-	0.0%	5,314	
	TOTAL EXPENSES	79	-	-	7,500	7,500	7,500	-	0.0%	-	0.0%	11,690	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB GOVERNANCE PROGRAMS Program:1311
Program Manager: Tom Avischious

Program Description: Funding to provide Club Leadership Schools (CLBMS) or Strategic Planning Workshops to clubs to support business plan strategy to deliver club leadership, governance and business education services and courses. This program also funds two governance related seminars - Coach Owner Seminar (hosted in odd # years) and the BOD Presidents Seminar (hosted annually) 2020 budget based on providing 6 CLBMS courses or strategic planning session with clubs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	8	
60010	POSTAGE	0	2	-	-	-	-	-	-	-	-	214	
60011	FREIGHT	116	-	31	-	-	-	-	-	-	-	548	
60013	EXCESS BAGGAGE & TIPS	160	-	-	-	-	-	-	-	-	-	160	
60015	PRINTING AND DUPLICATION	0	-	6	-	-	-	-	-	-	-	92	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,396	
60017	PERSONAL CAR MILEAGE	75	680	-	-	-	-	-	-	-	-	(436)	
60020	SUPPLIES	4	120	-	300	300	320	-	0.0%	(20)	(6.7%)	45	
60033	MEALS & ENTERTAINMENT	360	580	-	-	-	-	-	-	-	-	1,671	
60034	CAR RENTAL	1,102	1,921	1,931	2,025	900	1,350	1,125	55.6%	(450)	(50.0%)	(5,000)	
60035	CAR RENTAL-GAS	115	284	285	200	200	200	-	0.0%	-	0.0%	(855)	
60036	OTHER LODGING	0	-	5,650	-	-	-	-	-	-	-	(5,650)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	426	
60040	AIRFARE	4,703	5,323	2,314	6,000	2,000	3,500	4,000	66.7%	(1,500)	(75.0%)	2,786	Budgeting ~7 flights and ~37 peoples' lodging to those who need it.
60041	GROUND TRANSPORTATION	187	296	43	216	216	108	-	0.0%	108	50.0%	275	
60042	LODGING	5,414	9,951	2,998	18,720	9,120	10,350	9,600	51.3%	(1,230)	(13.5%)	(7,269)	Budgeting ~7 flights and ~37 peoples' lodging to those who need it.
60043	PER DIEM	1,439	1,585	958	1,539	684	1,026	855	55.6%	(342)	(50.0%)	799	
60044	HOSPITALITY	1,653	3,380	1,887	2,500	1,250	1,800	1,250	50.0%	(550)	(44.0%)	1,508	Reception(s) for summits/seminars
60046	LAUNDRY SERVICES	0	-	7	-	-	-	-	-	-	-	1	
60050	HONORARIA	0	3,000	-	4,500	-	1,500	4,500	100.0%	(1,500)	-	1,000	For speaker(s) at summits/seminars
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	887	
60065	EQUIPMENT/SPACE RENTAL	868	158	-	1,000	1,000	1,000	-	0.0%	-	0.0%	1,337	Room rental for CLBMS courses
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	67	
60087	CREDIT CARD FEES	0	63	-	-	-	-	-	-	-	-	(63)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	5,000	
60098	DUES & FEES	10,000	10,067	10,000	10,000	10,000	10,000	-	0.0%	-	0.0%	(9,906)	BoardSource Organizational membership fee: we offer free BoardSource membership to any BOD members on a club who register for this services
	TOTAL EXPENSES	26,196	37,410	26,110	47,000	25,670	31,154	21,330	45.4%	(5,484)	(21.4%)	(8,959)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB RESOURCES Program:1314
Program Manager: MJ Truex/Morgan Weinberg
Program Description: Funding to supplement club and parent education and club video projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	240	57	-	-	-	-	-	-	-	-	4,397	
60011	FREIGHT	394	162	-	-	-	-	-	-	-	-	353	
60015	PRINTING AND DUPLICATION	0	7,802	-	-	-	-	-	-	-	-	(172)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	710	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	21	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	691	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	922	
60034	CAR RENTAL	0	-	-	150	150	150	-	0.0%	-	0.0%	(300)	
60040	AIRFARE	0	-	-	500	500	500	-	0.0%	-	0.0%	369	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	454	
60042	LODGING	0	-	-	370	370	370	-	0.0%	-	0.0%	1,139	
60043	PER DIEM	0	-	-	114	114	114	-	0.0%	-	0.0%	405	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,500	
60056	PROTOCOL/GIFTS	4,208	-	-	-	-	-	-	-	-	-	4,208	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	450	
60070	CAMERA, PHOTO, VIDEO	246	-	-	-	-	-	-	-	-	-	246	
60071	TELEVISION/VIDEO PRODUCTION	2,000	1,420	-	2,000	2,000	2,000	-	0.0%	-	0.0%	58,935	Fee for footage editing for highlight videos
60080	SUBSCRIPTIONS	0	-	-	-	-	600	-	-	(600)	-	(600)	
60097	OTHER PROFESSIONAL SERVICES	5,508	5,508	5,508	30,466	30,466	10,000	-	0.0%	20,466	67.2%	(32,781)	Maintenance of educational resources/ David Benzel parent partnership
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	3,075	
	TOTAL EXPENSES	12,596	14,949	5,508	33,600	33,600	13,734	-	0.0%	19,866	59.1%	44,022	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB RESEARCH TECHNOLOGY Program:1332
Program Manager: Tom Avischious

Program Description: Ongoing project to develop software that allows us to mine, evaluate, and publish key data and information on member clubs and LSCs. Supports strategy to provide metrics data and best practices.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	226	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	50	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	24	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	348	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	197	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	43	
60090	DEPRECIATION & AMORTIZATION	110,465	131,162	87,204	30,600	30,600	10,500	-	0.0%	20,100	65.7%	(80,678)	Software improvements to data warehouse
60097	OTHER PROFESSIONAL SERVICES	0	14,671	26,243	20,000	-	20,000	20,000	100.0%	(20,000)	-	30,925	Software development to support new projects
	TOTAL EXPENSES	110,465	145,833	113,446	50,600	30,600	30,500	20,000	39.5%	100	0.3%	(48,865)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TRAVEL & PROGRAM SUPPORT Program:1390
Program Manager: Tom Avischious
Program Description: Administrative and operational expenses for Club-related Team Services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	19	-	-	-	-	-	-	-	-	-	173	
60005	INTERNET SERVICE	3	-	-	-	-	-	-	-	-	-	5	
60010	POSTAGE	96	40	7	-	-	-	-	-	-	-	110	
60011	FREIGHT	255	332	1,250	800	800	800	-	0.0%	-	0.0%	(1,249)	
60013	EXCESS BAGGAGE & TIPS	85	535	370	-	-	-	-	-	-	-	(810)	
60015	PRINTING AND DUPLICATION	56	88	118	-	-	100	-	-	(100)	-	(82)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	92,154	
60017	PERSONAL CAR MILEAGE	964	651	740	1,000	1,000	1,000	-	0.0%	-	0.0%	(1,684)	
60020	SUPPLIES	152	-	34	-	-	-	-	-	-	-	199	
60033	MEALS & ENTERTAINMENT	453	107	477	490	490	514	-	0.0%	(24)	(4.9%)	(246)	
60034	CAR RENTAL	23,778	23,333	29,666	30,800	28,460	30,850	2,340	7.6%	(2,390)	(8.4%)	(88,531)	Budgeting 65 staff trips.
60035	CAR RENTAL-GAS	3,157	2,622	3,920	3,000	3,000	3,000	-	0.0%	-	0.0%	(9,385)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,919	
60040	AIRFARE	33,728	32,192	37,291	32,800	26,800	34,750	6,000	18.3%	(7,950)	(29.7%)	(1,278)	Budgeting 65 staff trips.
60041	GROUND TRANSPORTATION	3,039	3,496	6,724	2,832	2,600	3,864	232	8.2%	(1,264)	(48.6%)	(4,336)	
60042	LODGING	59,143	56,095	68,594	70,200	55,800	67,500	14,400	20.5%	(11,700)	(21.0%)	(21,790)	Budgeting 65 staff trips.
60043	PER DIEM	28,598	27,337	33,399	26,904	25,000	26,790	1,904	7.1%	(1,790)	(7.2%)	(1,873)	Budgeting 65 staff trips.
60044	HOSPITALITY	0	-	25	-	-	-	-	-	-	-	(25)	
60046	LAUNDRY SERVICES	233	202	186	274	250	214	24	8.8%	36	14.4%	177	
60060	GEAR/EQUIPMENT/SIGNAGE	0	96	-	-	-	-	-	-	-	-	1,914	
60065	EQUIPMENT/SPACE RENTAL	0	645	117	-	-	-	-	-	-	-	(411)	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	429	
60097	OTHER PROFESSIONAL SERVICES	0	154	-	-	-	-	-	-	-	-	(154)	
60098	DUES & FEES	0	433	-	-	-	-	-	-	-	-	(59)	
	TOTAL EXPENSES	153,758	148,358	182,918	169,100	144,200	169,382	24,900	14.7%	(25,182)	(17.5%)	(32,834)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC & ZONE GOVERNANCE STUDY Program:1465
Program Manager: Tom Avischious

Program Description: Funding for outside consultant to conduct a thorough review of LSC & Zone governance and management structures as well as ongoing operations.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60041	GROUND TRANSPORTATION	46	-	-	-	-	-	-	-	-	-	46	
60042	LODGING	1,582	-	-	-	-	-	-	-	-	-	1,582	
60043	PER DIEM	480	-	-	-	-	-	-	-	-	-	480	
60044	HOSPITALITY	373	-	-	-	-	-	-	-	-	-	373	
60065	EQUIPMENT/SPACE RENTAL	464	-	-	-	-	-	-	-	-	-	464	
60097	OTHER PROFESSIONAL SERVICES	96,250	-	-	-	-	-	-	-	-	-	144,375	
	TOTAL EXPENSES	99,194	-	-	-	-	-	-	-	-	-	147,319	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC CONSULTING Program:1470
Program Manager: MJ Truex

Program Description: Consulting services targeted at improving LSC planning, efficiency and performance. 7 visits each for 2 consultants in 2020

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	2	-	-	-	-	-	-	-	(2)	
60004	CONFERENCE CALLS	4	130	-	100	100	-	-	0.0%	100	100.0%	(63)	
60005	INTERNET SERVICE	0	-	8	-	-	-	-	-	-	-	40	
60010	POSTAGE	0	125	27	-	-	-	-	-	-	-	(47)	
60011	FREIGHT	558	569	263	776	776	776	-	0.0%	-	0.0%	(764)	
60013	EXCESS BAGGAGE & TIPS	0	60	-	-	-	-	-	-	-	-	(60)	
60015	PRINTING AND DUPLICATION	445	156	275	1,500	1,500	-	-	0.0%	1,500	100.0%	6,234	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	6,578	
60017	PERSONAL CAR MILEAGE	1,326	1,361	2,077	1,300	1,300	1,300	-	0.0%	-	0.0%	1,241	
60020	SUPPLIES	409	935	1,119	1,000	1,000	1,000	-	0.0%	-	0.0%	(1,750)	
60033	MEALS & ENTERTAINMENT	0	208	165	-	-	-	-	-	-	-	(125)	
60034	CAR RENTAL	3,870	4,600	5,669	5,400	5,400	5,850	-	0.0%	(450)	(8.3%)	(17,650)	
60035	CAR RENTAL-GAS	228	340	455	300	300	300	-	0.0%	-	0.0%	(1,167)	
60036	OTHER LODGING	0	-	6,089	-	-	-	-	-	-	-	(6,089)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,102	
60040	AIRFARE	7,965	9,289	15,353	14,000	14,000	13,000	-	0.0%	1,000	7.1%	(18,024)	Budgeting 26 trips for LSC consultants.
60041	GROUND TRANSPORTATION	1,641	1,596	2,698	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,271)	
60042	LODGING	7,644	11,110	10,931	13,320	13,320	14,430	-	0.0%	(1,110)	(8.3%)	(20,765)	Budgeting 26 trips for LSC consultants.
60043	PER DIEM	3,933	4,883	7,949	4,104	4,104	4,446	-	0.0%	(342)	(8.3%)	(7,183)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	287	
60056	PROTOCOL/GIFTS	0	999	38	-	-	-	-	-	-	-	(1,037)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	726	-	-	-	-	-	-	-	(726)	
60061	APPAREL	0	-	50	-	-	-	-	-	-	-	(50)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	957	
60075	AUTOMOBILE EXPENSE	0	23	-	-	-	-	-	-	-	-	(23)	
60080	SUBSCRIPTIONS	0	-	99	-	-	-	-	-	-	-	(99)	
60097	OTHER PROFESSIONAL SERVICES	5,433	6,600	28,100	-	-	-	-	-	-	-	17,133	
60098	DUES & FEES	199	2,447	284	1,200	1,200	600	-	0.0%	600	50.0%	(961)	
61050	CONTRACT LABOR	0	-	-	16,000	16,000	25,200	-	0.0%	(9,200)	(57.5%)	4,600	Funding for contracted individuals who provide LSC Consulting Services
	TOTAL EXPENSES	33,655	45,431	82,377	60,000	60,000	67,902	-	0.0%	(7,902)	(13.2%)	(39,681)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LEAP PROGRAM Program:1475
Program Manager: MJ Truex

Program Description: Online evaluation and achievement program promoting LSC progression in critical areas. The LEAP program aligns with strategic objective to improve and measure LSC effectiveness.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	41	20	-	-	-	-	-	-	-	-	157	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	0	
60011	FREIGHT	0	-	156	-	-	-	-	-	-	-	(131)	
60015	PRINTING AND DUPLICATION	8	758	-	-	-	-	-	-	-	-	(739)	
60020	SUPPLIES	0	30	-	500	500	500	-	0.0%	-	0.0%	(535)	Recognition expense at Convention
60033	MEALS & ENTERTAINMENT	0	40	-	-	-	-	-	-	-	-	(40)	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	336	
													For 2020: 15 x Level 2 @\$2,333, 4 x Level 3 @\$4,333. Reduced number of LEAP 3 grants from 8 to 4.
60055	AWARDS	45,330	63,408	49,104	70,000	48,000	53,000	22,000	31.4%	(5,000)	(10.4%)	(107,276)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	2,500	
60060	GEAR/EQUIPMENT/SIGNAGE	608	-	863	-	-	-	-	-	-	-	(254)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	6,316	
	TOTAL EXPENSES	45,987	64,256	50,123	70,500	48,500	53,500	22,000	31.2%	(5,000)	(10.3%)	(99,665)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LEADERSHIP WORKSHOPS Program:1481
Program Manager: MJ Truex

Program Description: Educational and leadership training workshops for targeted LSC and Zone leaders. Invests in "Support LSCs and Zones" key priority.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	19	34	-	-	-	-	-	-	-	-	(15)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	2	
60011	FREIGHT	0	-	235	-	-	-	-	-	-	-	(113)	
60015	PRINTING AND DUPLICATION	20	-	135	-	-	-	-	-	-	-	155	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	218	
60020	SUPPLIES	0	-	836	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,737)	
60033	MEALS & ENTERTAINMENT	250	(585)	-	-	-	-	-	-	-	-	1,269	
60034	CAR RENTAL	0	-	-	600	600	375	-	0.0%	225	37.5%	(975)	
60035	CAR RENTAL-GAS	0	-	8	-	-	-	-	-	-	-	(8)	
60036	OTHER LODGING	0	-	7,645	-	-	-	-	-	-	-	(7,645)	
60040	AIRFARE	1,025	1,584	1,137	4,000	4,000	2,500	-	0.0%	1,500	37.5%	10,835	Travel expenses for those attending who need it.
60041	GROUND TRANSPORTATION	150	200	5	188	188	124	-	0.0%	64	34.0%	131	
60042	LODGING	4,013	6,255	-	9,400	9,400	9,040	-	0.0%	360	3.8%	(10,928)	Travel expenses for those attending who need it.
60043	PER DIEM	0	-	-	912	912	732	-	0.0%	180	19.7%	(1,594)	
60044	HOSPITALITY	1,765	2,967	1,346	2,000	2,000	2,000	-	0.0%	-	0.0%	(5,235)	Includes reception for workshop participants
60050	HONORARIA	0	-	4,000	4,000	4,000	4,000	-	0.0%	-	0.0%	(9,000)	Honoraria for guest speaker/expert
60056	PROTOCOL/GIFTS	395	674	662	700	700	700	-	0.0%	-	0.0%	(1,463)	
60062	APPAREL - VIK	0	-	869	-	-	-	-	-	-	-	(869)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	500	500	500	-	0.0%	-	0.0%	(733)	
60075	AUTOMOBILE EXPENSE	0	-	39	-	-	-	-	-	-	-	(39)	
60087	CREDIT CARD FEES	367	506	-	-	-	-	-	-	-	-	(84)	
60097	OTHER PROFESSIONAL SERVICES	2,500	4,380	-	14,000	14,000	6,000	-	0.0%	8,000	57.1%	(19,980)	Placeholder to fund changes/programs recommended by the 2016 LSC/Zone Study
60098	DUES & FEES	229	222	-	-	-	-	-	-	-	-	506	
	TOTAL EXPENSES	10,733	16,236	16,918	37,300	37,300	26,971	-	0.0%	10,329	27.7%	(48,302)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

BUILD A POOL CONFERENCE Program:1505

Program Manager: Sue Nelson, Mick Nelson, Joel Shinofield

Program Description: Funding to conduct 6-7 Regional BAP conferences and 2-3 custom BAP workshops. This educational program supports strategic objective to establish services targeted at increasing access to and the number of competition and training pools in the USA.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	14	-	5	-	-	-	-	-	-	-	13	
60010	POSTAGE	3	-	14	-	-	-	-	-	-	-	(11)	
60011	FREIGHT	1,782	1,120	1,687	2,000	2,000	2,000	-	0.0%	-	0.0%	1,274	
60013	EXCESS BAGGAGE & TIPS	242	334	155	265	265	265	-	0.0%	-	0.0%	368	
60015	PRINTING AND DUPLICATION	32	-	-	-	-	-	-	-	-	-	161	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	10,517	
60017	PERSONAL CAR MILEAGE	136	539	99	400	400	400	-	0.0%	-	0.0%	(852)	
													Flash drives, notebooks & other materials for BAP conference attendees
60020	SUPPLIES	3,083	1,746	1,790	3,500	3,500	3,500	-	0.0%	-	0.0%	(2,065)	
60033	MEALS & ENTERTAINMENT	521	318	97	500	500	500	-	0.0%	-	0.0%	634	
60034	CAR RENTAL	1,533	2,960	2,502	3,750	3,750	3,750	-	0.0%	-	0.0%	(11,429)	
60035	CAR RENTAL-GAS	214	259	160	300	300	300	-	0.0%	-	0.0%	(805)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,871	
60040	AIRFARE	7,508	6,211	3,126	9,000	9,000	9,000	-	0.0%	-	0.0%	2,834	Budgeting travel to 9 trips/conferences.
60041	GROUND TRANSPORTATION	755	495	254	-	-	-	-	-	-	-	2,982	
60042	LODGING	5,817	5,416	4,029	7,585	7,585	7,585	-	0.0%	-	0.0%	4,199	Budgeting travel to 9 trips/conferences.
60043	PER DIEM	5,365	5,401	3,352	5,700	5,700	5,700	-	0.0%	-	0.0%	(1,457)	
60044	HOSPITALITY	23,542	35,081	24,603	17,200	17,200	17,200	-	0.0%	-	0.0%	(7,481)	Hospitality at conferences and workshops.
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	21	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,000	
60056	PROTOCOL/GIFTS	2,777	1,200	4,973	2,500	2,500	-	-	0.0%	2,500	100.0%	3,220	
60060	GEAR/EQUIPMENT/SIGNAGE	849	-	-	-	-	-	-	-	-	-	937	
60065	EQUIPMENT/SPACE RENTAL	4,950	6,149	2,191	5,000	5,000	5,000	-	0.0%	-	0.0%	(1,503)	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	198	
60087	CREDIT CARD FEES	433	688	395	500	500	500	-	0.0%	-	0.0%	(523)	
60097	OTHER PROFESSIONAL SERVICES	0	77	107	-	-	-	-	-	-	-	(183)	
60098	DUES & FEES	861	787	1,430	2,500	2,500	2,500	-	0.0%	-	0.0%	(38)	Fees for conference attendees
													Funding to support BAP Conference participation by university students with aquatic focuses degree programs
60100	GRANTS	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	12,000	
	TOTAL EXPENSES	60,416	68,781	50,966	62,700	62,700	60,200	-	0.0%	2,500	4.0%	17,882	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AQUATIC INDUSTRY RELATIONS Program:1507
Program Manager: Mick Nelson, Joel Shinofield

Program Description: Funding to support participation at various key aquatic industry conferences to cultivate relationships and develop strategic alliances with potential aquatic partners who can assist and compliment USA-S efforts to support the construction of new aquatic facilities, increase access to existing pools, and promote the Make a Splash initiative.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	13	-	34	-	-	-	-	-	-	-	200	
60010	POSTAGE	0	7	95	-	-	-	-	-	-	-	(59)	
60011	FREIGHT	1,283	1,600	4,170	1,700	1,700	1,700	-	0.0%	-	0.0%	(4,168)	
60013	EXCESS BAGGAGE & TIPS	240	195	309	250	250	250	-	0.0%	-	0.0%	(270)	
60015	PRINTING AND DUPLICATION	0	25	5	-	-	-	-	-	-	-	(30)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,978	
60017	PERSONAL CAR MILEAGE	35	116	190	-	-	-	-	-	-	-	146	
60020	SUPPLIES	0	188	419	-	-	-	-	-	-	-	(362)	
60033	MEALS & ENTERTAINMENT	475	339	80	400	400	400	-	0.0%	-	0.0%	468	
60034	CAR RENTAL	1,103	1,591	1,448	1,875	1,875	1,875	-	0.0%	-	0.0%	(5,686)	
60035	CAR RENTAL-GAS	131	147	113	-	-	-	-	-	-	-	(129)	
60040	AIRFARE	6,167	5,375	1,976	5,000	5,000	5,000	-	0.0%	-	0.0%	(2,647)	Budgeting travel to 5 trips/conferences.
60041	GROUND TRANSPORTATION	459	535	524	530	530	530	-	0.0%	-	0.0%	641	
60042	LODGING	5,032	3,529	5,659	4,625	4,625	4,625	-	0.0%	-	0.0%	(3,346)	Budgeting travel to 5 trips/conferences.
60043	PER DIEM	3,160	3,247	3,003	3,420	3,420	3,420	-	0.0%	-	0.0%	(256)	
60044	HOSPITALITY	0	-	2,518	600	600	600	-	0.0%	-	0.0%	(1,958)	
60056	PROTOCOL/GIFTS	0	549	-	-	-	-	-	-	-	-	1,778	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	404	
60065	EQUIPMENT/SPACE RENTAL	1,595	1,938	1,587	2,500	2,500	2,500	-	0.0%	-	0.0%	(206)	Booth rental at conferences
60097	OTHER PROFESSIONAL SERVICES	175	-	-	-	-	-	-	-	-	-	1,059	
													Conference registration fees. Industry conferences regularly attended: AEA, ATRI, NSPF, ASHRAE, IAPA
60098	DUES & FEES	2,090	3,975	4,270	1,500	1,500	1,500	-	0.0%	-	0.0%	(7,629)	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	255	
	TOTAL EXPENSES	21,957	23,355	26,399	22,400	22,400	22,400	-	0.0%	-	0.0%	(17,817)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TRAVEL & PROGRAM SUPPORT Program:1590
Program Manager: Mick Nelson, Joel Shinofield

Program Description: Administrative and operational expenses for Facility-related consulting services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	55	
60004	CONFERENCE CALLS	9	-	-	-	-	-	-	-	-	-	23	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	24	
60010	POSTAGE	24	22	13	-	-	-	-	-	-	-	273	
60011	FREIGHT	649	101	82	500	500	500	-	0.0%	-	0.0%	668	
60013	EXCESS BAGGAGE & TIPS	75	15	35	-	-	-	-	-	-	-	189	
60015	PRINTING AND DUPLICATION	23	23	-	-	-	-	-	-	-	-	46	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,356	
60017	PERSONAL CAR MILEAGE	26	468	96	100	100	100	-	0.0%	-	0.0%	(309)	
60020	SUPPLIES	174	42	7	-	-	-	-	-	-	-	667	
60030	SOFTWARE	500	625	500	600	600	600	-	0.0%	-	0.0%	(1,825)	
60033	MEALS & ENTERTAINMENT	0	101	20	-	-	-	-	-	-	-	405	
60034	CAR RENTAL	1,777	368	551	1,500	1,500	1,500	-	0.0%	-	0.0%	(2,143)	
60035	CAR RENTAL-GAS	263	9	76	200	200	200	-	0.0%	-	0.0%	(222)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	827	
60040	AIRFARE	1,729	-	1,206	2,500	2,500	2,500	-	0.0%	-	0.0%	1,760	
60041	GROUND TRANSPORTATION	326	106	139	316	316	316	-	0.0%	-	0.0%	364	
60042	LODGING	2,700	-	523	2,960	2,960	2,960	-	0.0%	-	0.0%	1,589	
60043	PER DIEM	2,764	300	548	1,824	1,824	1,824	-	0.0%	-	0.0%	2,975	
60060	GEAR/EQUIPMENT/SIGNAGE	180	-	394	-	-	-	-	-	-	-	(214)	
60065	EQUIPMENT/SPACE RENTAL	270	1,814	465	-	-	-	-	-	-	-	(1,815)	
60080	SUBSCRIPTIONS	99	99	99	-	-	-	-	-	-	-	500	
60097	OTHER PROFESSIONAL SERVICES	0	49	-	800	800	800	-	0.0%	-	0.0%	(1,649)	
60098	DUES & FEES	160	203	242	500	500	500	-	0.0%	-	0.0%	173	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	255	
61050	CONTRACT LABOR	0	-	-	-	-	135,000	-	-	(135,000)	-	(135,000)	Our fulltime BAP employees are moving to contracted employees in 2020 (out of payroll in program #1999)
	TOTAL EXPENSES	11,748	4,345	4,995	11,800	11,800	146,800	-	0.0%	(135,000)	(1144.1%)	(129,028)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DIVERSITY MANAGEMENT SUPPORT Program:1638
Program Manager: MJ Truex

Program Description: Operational and administrative funding to support USA Swimming's diversity and inclusion initiatives.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	67	
60004	CONFERENCE CALLS	38	39	61	-	-	-	-	-	-	-	161	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	39	
60006	OTHER COMMUNICATIONS COST	0	-	99	-	-	-	-	-	-	-	(99)	
60010	POSTAGE	0	22	13	-	-	-	-	-	-	-	(32)	
60011	FREIGHT	3,451	4,371	2,389	3,000	3,000	3,000	-	0.0%	-	0.0%	549	
60013	EXCESS BAGGAGE & TIPS	305	75	50	-	-	-	-	-	-	-	180	
60015	PRINTING AND DUPLICATION	10,874	7,132	3,896	6,500	6,500	6,500	-	0.0%	-	0.0%	(9,637)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	22,707	
60017	PERSONAL CAR MILEAGE	720	111	271	740	740	766	-	0.0%	(26)	(3.5%)	2,534	
60020	SUPPLIES	567	1,899	7,582	2,008	2,008	2,000	-	0.0%	8	0.4%	(12,426)	
60030	SOFTWARE	0	-	-	900	900	900	-	0.0%	-	0.0%	1,374	
60033	MEALS & ENTERTAINMENT	359	836	819	500	500	500	-	0.0%	-	0.0%	(1,138)	
60034	CAR RENTAL	3,411	2,802	2,274	10,200	10,200	10,200	-	0.0%	-	0.0%	(22,065)	
60035	CAR RENTAL-GAS	262	165	351	-	-	-	-	-	-	-	(254)	
60036	OTHER LODGING	0	-	2,013	-	-	-	-	-	-	-	(2,013)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	6,697	
60040	AIRFARE	8,358	8,124	7,233	18,000	18,000	18,000	-	0.0%	-	0.0%	6,147	Budgeting ~36 staff trips in 2020.
60041	GROUND TRANSPORTATION	1,608	1,861	1,360	700	700	700	-	0.0%	-	0.0%	5,930	
60042	LODGING	17,839	9,765	6,995	22,200	22,200	22,200	-	0.0%	-	0.0%	(499)	Budgeting ~36 staff trips in 2020.
60043	PER DIEM	5,385	3,504	2,972	7,752	7,752	8,784	-	0.0%	(1,032)	(13.3%)	3,488	
60044	HOSPITALITY	1,942	1,639	1,894	3,000	3,000	3,000	-	0.0%	-	0.0%	(7,591)	Hospitality budget includes funding for breakfast meeting at Convention
60049	HONORARIA - ATHLETES	0	-	-	6,000	6,000	6,000	-	0.0%	-	0.0%	(1,000)	Honoraria for elite athlete appearance at Diversity & Inclusion events (4 x \$1500)
60050	HONORARIA	3,500	2,550	4,500	-	-	-	-	-	-	-	1,850	
60056	PROTOCOL/GIFTS	0	3,970	4,425	6,500	6,500	6,500	-	0.0%	-	0.0%	(20,975)	Protocol for Juniors/Nationals "Trializing"
60060	GEAR/EQUIPMENT/SIGNAGE	1,982	1,667	3,711	6,500	6,500	6,500	-	0.0%	-	0.0%	(15,304)	Banners, signage & materials for Diversity & Inclusion including activation at Nationals/Juniors
60061	APPAREL	65	583	-	-	-	-	-	-	-	-	(133)	
60065	EQUIPMENT/SPACE RENTAL	250	2,757	-	500	500	500	-	0.0%	-	0.0%	(2,674)	
60070	CAMERA, PHOTO, VIDEO	483	1,636	-	-	-	-	-	-	-	-	(553)	
60080	SUBSCRIPTIONS	504	511	1,808	-	-	-	-	-	-	-	(1,815)	
60085	GRAPHICS/ART WORK	600	230	925	-	-	-	-	-	-	-	(555)	
60097	OTHER PROFESSIONAL SERVICES	1,650	969	9,445	10,000	10,000	10,000	-	0.0%	-	0.0%	(24,169)	Funding for outside D&I consultants, graphic design services, guest speakers
60098	DUES & FEES	2,030	945	512	500	500	500	-	0.0%	-	0.0%	1,084	
60100	GRANTS	0	-	-	8,000	8,000	-	-	0.0%	8,000	100.0%	(8,000)	2019: Two D&I Fellows (2 x \$4,000). Similar to Safe Sport Fellows program
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	4,575	
	TOTAL EXPENSES	66,182	58,164	65,600	113,500	113,500	106,550	-	0.0%	6,950	6.1%	(73,551)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COMMUNITY SWIM TEAM DEVELOPMENT Program:1640
Program Manager: Shaun Anderson & MJ Truex
Program Description: Grassroots swim team development effort to attract and mentor diverse swim teams.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	8	16	36	-	-	-	-	-	-	-	(39)	
60005	INTERNET SERVICE	0	-	5	-	-	-	-	-	-	-	(5)	
60010	POSTAGE	0	-	12	-	-	-	-	-	-	-	(12)	
60011	FREIGHT	0	-	349	-	-	-	-	-	-	-	(328)	
60015	PRINTING AND DUPLICATION	0	-	78	-	-	-	-	-	-	-	(78)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	800	
60017	PERSONAL CAR MILEAGE	389	630	208	157	157	149	-	0.0%	8	5.1%	(373)	
60020	SUPPLIES	0	3	4,887	-	-	-	-	-	-	-	(4,890)	
60033	MEALS & ENTERTAINMENT	65	315	947	-	-	-	-	-	-	-	(923)	
60034	CAR RENTAL	1,868	2,566	5,069	5,175	5,175	5,850	-	0.0%	(675)	(13.0%)	(16,792)	
60035	CAR RENTAL-GAS	76	225	488	-	-	-	-	-	-	-	(637)	
60036	OTHER LODGING	0	-	996	-	-	-	-	-	-	-	(996)	
60040	AIRFARE	7,159	6,397	13,391	9,000	9,000	10,500	-	0.0%	(1,500)	(16.7%)	(27,689)	Budgeting 21 staff trips in 2020.
60041	GROUND TRANSPORTATION	995	2,228	2,455	400	400	400	-	0.0%	-	0.0%	(3,224)	
60042	LODGING	3,900	7,235	11,123	9,435	9,435	11,655	-	0.0%	(2,220)	(23.5%)	(32,400)	Budgeting 21 staff trips in 2020.
60043	PER DIEM	1,905	3,804	4,745	3,933	3,933	4,446	-	0.0%	(513)	(13.0%)	(13,648)	
60044	HOSPITALITY	0	76	504	-	-	-	-	-	-	-	(580)	
60050	HONORARIA	0	-	3,000	2,000	2,000	2,000	-	0.0%	-	0.0%	(7,000)	
60056	PROTOCOL/GIFTS	0	-	-	5,000	5,000	5,000	-	0.0%	-	0.0%	(10,000)	Athlete Giveaways
													Funding to supply any critical swim team equipment
60060	GEAR/EQUIPMENT/SIGNAGE	0	78	-	1,500	1,500	1,500	-	0.0%	-	0.0%	(2,577)	
60070	CAMERA, PHOTO, VIDEO	0	775	-	-	-	-	-	-	-	-	(775)	
60097	OTHER PROFESSIONAL SERVICES	0	-	614	-	-	-	-	-	-	-	(538)	
													Dues and Fees- coach training and certification fees
60098	DUES & FEES	109	18,815	7,900	4,000	4,000	4,000	-	0.0%	-	0.0%	(29,360)	
60100	GRANTS	6,915	-	-	25,000	25,000	25,000	-	0.0%	-	0.0%	(36,261)	Grant funding to promote USA-S membership
	TOTAL EXPENSES	23,390	43,164	56,807	65,600	65,600	70,500	-	0.0%	(4,900)	(7.5%)	(188,324)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY RESEARCH STUDY Program:1642

Program Manager: MJ Truex

Program Description: Bi-annual research program to understand ethnic perceptions of the sport of swimming with major university research partner

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60097	EXPENSES:												
	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	10,000	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	10,000	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ZONE DIVERSITY CAMPS & MEETINGS Program:1645
Program Manager: MJ Truex

Program Description: Every other year Zone Diversity Camps & Regional Meetings (2 Zones per year) to support diversity and inclusion efforts at local level.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	68	44	-	46	46	66	-	0.0%	(20)	(43.5%)	(89)	
60005	INTERNET SERVICE	0	7	-	-	-	-	-	-	-	-	(7)	
60010	POSTAGE	0	-	2	-	-	-	-	-	-	-	(2)	
60011	FREIGHT	670	635	1,196	390	390	322	-	0.0%	68	17.4%	(1,575)	
60013	EXCESS BAGGAGE & TIPS	50	25	70	-	-	-	-	-	-	-	(45)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	709	
60017	PERSONAL CAR MILEAGE	0	-	94	-	-	-	-	-	-	-	(94)	
60020	SUPPLIES	201	204	1,016	600	600	600	-	0.0%	-	0.0%	(2,218)	
60033	MEALS & ENTERTAINMENT	67	228	742	-	-	-	-	-	-	-	(853)	
60034	CAR RENTAL	0	279	1,064	450	450	450	-	0.0%	-	0.0%	(2,243)	
60035	CAR RENTAL-GAS	0	47	101	-	-	-	-	-	-	-	(148)	
60040	AIRFARE	5,914	7,542	5,955	3,000	3,000	3,000	-	0.0%	-	0.0%	(11,667)	Budgeting 6 staff trips (3 staff x 2 camps)
60041	GROUND TRANSPORTATION	190	275	853	-	-	-	-	-	-	-	(749)	
60042	LODGING	3,907	3,290	2,249	3,330	3,330	3,330	-	0.0%	-	0.0%	3,363	Budgeting 6 staff trips (3 staff x 2 camps)
60043	PER DIEM	0	807	1,223	684	684	732	-	0.0%	(48)	(7.0%)	(2,746)	
60044	HOSPITALITY	600	-	-	1,500	1,500	1,500	-	0.0%	-	0.0%	(2,400)	Hospitality- expense for Regional Summits
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	1,200	
60050	HONORARIA	0	1,000	1,500	3,000	2,500	3,000	500	16.7%	(500)	(20.0%)	(8,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	480	-	-	-	-	-	-	-	-	-	480	
60061	APPAREL	0	1,552	-	-	-	-	-	-	-	-	(1,552)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,500	1,500	1,500	-	0.0%	-	0.0%	(3,000)	Space rental- meeting room rental expense for Zone Meetings
60097	OTHER PROFESSIONAL SERVICES	0	1,465	1,366	-	-	-	-	-	-	-	2,844	
60098	DUES & FEES	0	-	-	900	900	900	-	0.0%	-	0.0%	(1,416)	
60100	GRANTS	0	7,347	8,000	30,000	15,500	20,000	14,500	48.3%	(4,500)	(29.0%)	(42,847)	Co-Run with Zone - 2 camps x \$10K
	TOTAL EXPENSES	12,147	24,748	25,430	45,400	30,400	35,400	15,000	33.0%	(5,000)	(16.4%)	(73,056)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DIVERSITY VIK Program:1651
Program Manager: MJ Truex
Program Description: VIK to provide apparel & equipment for Make a Splash and Diversity initiatives.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60062	EXPENSES:												
	APPAREL - VIK	13,436	14,893	12,973	15,000	15,000	15,000	-	0.0%	-	0.0%	(18,184)	
	TOTAL EXPENSES	13,436	14,893	12,973	15,000	15,000	15,000	-	0.0%	-	0.0%	(18,184)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY SELECT CAMP Program:1665

Program Manager: Mariejo Truex, Morgan Weinberg & Juan Caraveo

Program Description: A camp program for emerging elite athletes from ethnically and culturally under-represented populations. The goal of these camps is to promote diversity of the sport by inspiring these athletes to become heroes and role models for other athletes of color in the sport of swimming. 48 athletes invited to camp (24 male; 24 female); home coaches are invited to attend; 7 staff members.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	51	59	4	-	5	-	(5)	-	5	100.0%	62	
60010	POSTAGE	0	-	24	-	-	-	-	-	-	-	(24)	
60011	FREIGHT	8	13	84	-	-	-	-	-	-	-	1,527	
60013	EXCESS BAGGAGE & TIPS	0	-	150	-	-	-	-	-	-	-	(150)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,846	
60017	PERSONAL CAR MILEAGE	20	74	291	-	-	-	-	-	-	-	(295)	
60020	SUPPLIES	2,084	1,375	1,423	1,400	2,590	1,000	(1,190)	(85.0%)	1,590	61.4%	(645)	
60030	SOFTWARE	0	-	300	-	-	-	-	-	-	-	(300)	
60033	MEALS & ENTERTAINMENT	629	400	264	518	305	500	213	41.1%	(195)	(63.9%)	837	
60034	CAR RENTAL	459	-	151	-	-	-	-	-	-	-	308	
60035	CAR RENTAL-GAS	140	45	135	-	60	-	(60)	-	60	100.0%	(100)	
60036	OTHER LODGING	0	-	20,177	-	-	-	-	-	-	-	(20,177)	
60038	OTHER AIRFARE	0	-	4,600	-	-	-	-	-	-	-	(4,600)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	8,583	
60040	AIRFARE	33,363	28,664	27,992	35,500	35,000	35,500	500	1.4%	(500)	(1.4%)	(19,471)	Budgeting 92 total trips (48 athletes, 35 home coaches 7 staff members, 2 presenters)
60041	GROUND TRANSPORTATION	536	394	290	-	-	-	-	-	-	-	391	
60042	LODGING	28,849	19,915	46	26,040	24,200	26,040	1,840	7.1%	(1,840)	(7.6%)	(8,782)	Budgeting 92 total trips (48 athletes, 35 home coaches 7 staff members, 2 presenters)
60043	PER DIEM	797	103	-	342	-	366	342	100.0%	(366)	-	1,347	
60044	HOSPITALITY	211	742	327	500	500	2,500	-	0.0%	(2,000)	(400.0%)	(2,215)	\$2,000 for home coach social/outing; \$500 for snacks, etc
60049	HONORARIA - ATHLETES	0	-	1,000	-	-	-	-	-	-	-	(1,000)	
60050	HONORARIA	5,600	3,200	-	4,500	4,500	5,000	-	0.0%	(500)	(11.1%)	2,200	2 presenters @ \$2,500 per guest speaker
60056	PROTOCOL/GIFTS	0	-	600	-	-	900	-	-	(900)	-	(1,500)	
60060	GEAR/EQUIPMENT/SIGNAGE	270	300	409	-	300	1,200	(300)	-	(900)	(300.0%)	(679)	\$15 per athlete; \$10 per camp staff/home coach
60061	APPAREL	906	504	350	1,500	1,710	1,000	(210)	(14.0%)	710	41.5%	(1,467)	\$10 per athlete/home coach; \$18 per camp staff
60065	EQUIPMENT/SPACE RENTAL	70	-	-	-	-	-	-	-	-	-	172	
60070	CAMERA, PHOTO, VIDEO	0	220	717	-	-	-	-	-	-	-	(937)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	250	250	(250)	-	-	0.0%	(500)	
60075	AUTOMOBILE EXPENSE	0	26	-	-	-	-	-	-	-	-	(26)	
60097	OTHER PROFESSIONAL SERVICES	1,185	1,566	3,328	800	3,500	-	(2,700)	(337.5%)	3,500	100.0%	(6,548)	
60098	DUES & FEES	0	-	151	-	-	1,000	-	-	(1,000)	-	301	Pre-Employment Screening for Camp Staff
	TOTAL EXPENSES	75,178	57,600	62,811	71,100	72,920	75,256	(1,820)	(2.6%)	(2,336)	(3.2%)	(51,843)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CONVENTION EDUCATION COMMITTEE Program:1823
Program Manager: Morgan Weinberg
Program Description: Committee Expenses. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	167	-	173	150	50	-	100	66.7%	50	100.0%	261	
60010	POSTAGE	5	-	108	-	-	-	-	-	-	-	(103)	
60011	FREIGHT	10	-	111	-	100	-	(100)	-	100	100.0%	(146)	
60013	EXCESS BAGGAGE & TIPS	0	50	30	-	-	-	-	-	-	-	(80)	
60015	PRINTING AND DUPLICATION	85	-	-	-	-	-	-	-	-	-	115	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	92	
60017	PERSONAL CAR MILEAGE	158	215	916	-	580	-	(580)	-	580	100.0%	(1,070)	
60020	SUPPLIES	325	237	445	276	276	-	-	0.0%	276	100.0%	(289)	
60033	MEALS & ENTERTAINMENT	77	24	122	-	-	-	-	-	-	-	1,736	
60034	CAR RENTAL	0	335	244	150	150	-	-	0.0%	150	100.0%	(730)	
60035	CAR RENTAL-GAS	0	22	9	-	-	-	-	-	-	-	(31)	
60036	OTHER LODGING	0	-	149	-	-	-	-	-	-	-	(149)	
60038	OTHER AIRFARE	0	-	1,965	-	-	-	-	-	-	-	(1,965)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,973	
60040	AIRFARE	3,441	3,447	4,471	5,500	3,500	-	2,000	36.4%	3,500	100.0%	7,209	
60041	GROUND TRANSPORTATION	220	104	452	200	300	-	(100)	(50.0%)	300	100.0%	(15)	
60042	LODGING	1,815	1,387	756	2,220	1,000	-	1,220	55.0%	1,000	100.0%	3,608	
60043	PER DIEM	806	935	1,470	1,254	1,000	-	254	20.3%	1,000	100.0%	(9)	
60044	HOSPITALITY	687	721	1,156	500	850	-	(350)	(70.0%)	850	100.0%	(2,040)	
60050	HONORARIA	0	-	-	500	-	-	500	100.0%	-	-	2,000	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	20	
60056	PROTOCOL/GIFTS	0	-	-	-	-	250	-	-	(250)	-	(250)	
60065	EQUIPMENT/SPACE RENTAL	2,480	2,003	1,826	2,500	950	-	1,550	62.0%	950	100.0%	1,071	
60080	SUBSCRIPTIONS	0	200	-	-	-	-	-	-	-	-	(200)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
60098	DUES & FEES	75	-	75	250	250	-	-	0.0%	250	100.0%	625	
	TOTAL EXPENSES	10,351	9,680	14,553	13,500	9,006	500	4,494	33.3%	8,506	94.4%	11,307	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC DEVELOPMENT COMMITTEE Program:1830
Program Manager: MJ Truex

Program Description: Committee Expenses. Budgeting 1 meeting in 2020 in conjunction with another event.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	472	187	-	386	386	-	-	0.0%	386	100.0%	816	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	150	
60010	POSTAGE	0	59	-	-	-	-	-	-	-	-	(59)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	42	
60015	PRINTING AND DUPLICATION	85	-	-	-	-	-	-	-	-	-	122	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	390	
60017	PERSONAL CAR MILEAGE	168	83	-	-	-	-	-	-	-	-	332	
60020	SUPPLIES	0	-	-	68	68	-	-	0.0%	68	100.0%	142	
60030	SOFTWARE	0	-	150	-	-	-	-	-	-	-	(150)	
60034	CAR RENTAL	0	-	-	450	450	-	-	0.0%	450	100.0%	(450)	
60035	CAR RENTAL-GAS	0	52	-	-	-	-	-	-	-	-	(52)	
60036	OTHER LODGING	0	-	2,276	-	-	-	-	-	-	-	(2,276)	
60040	AIRFARE	5,363	5,773	5,374	6,000	6,000	1,350	-	0.0%	4,650	77.5%	(484)	
60041	GROUND TRANSPORTATION	20	77	-	-	-	-	-	-	-	-	105	
60042	LODGING	1,663	5,182	268	4,810	4,810	1,000	-	0.0%	3,810	79.2%	(2,976)	
60043	PER DIEM	715	1,763	1,340	2,166	2,166	1,200	-	0.0%	966	44.6%	(4,038)	
60044	HOSPITALITY	7,137	6,125	5,647	6,520	5,620	-	900	13.8%	5,620	100.0%	5,779	2019: Included General Chairs Luncheon at USAS
60050	HONORARIA	0	-	-	2,000	2,000	-	-	0.0%	2,000	100.0%	(2,000)	
60055	AWARDS	0	-	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(1,500)	2019: Convention expense
60065	EQUIPMENT/SPACE RENTAL	1,968	3,505	5,498	2,500	2,500	1,000	-	0.0%	1,500	60.0%	(8,524)	
60075	AUTOMOBILE EXPENSE	0	-	33	-	-	-	-	-	-	-	(33)	
60080	SUBSCRIPTIONS	0	249	-	-	-	-	-	-	-	-	(249)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	17,591	23,054	20,661	26,400	25,500	4,550	900	3.4%	20,950	82.2%	(14,989)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DISABILITY SWIMMING COMMITTEE Program:1841
Program Manager: Randy Julian
Program Description: Committee Expenses. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	111	165	193	100	100	250	-	0.0%	(150)	(150.0%)	(378)	
60015	PRINTING AND DUPLICATION	0	-	45	-	-	-	-	-	-	-	(45)	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	70	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	130	
60034	CAR RENTAL	0	461	-	-	-	-	-	-	-	-	(461)	
60035	CAR RENTAL-GAS	0	20	-	-	-	-	-	-	-	-	(20)	
60040	AIRFARE	0	2,261	1,322	-	-	-	-	-	-	-	4,907	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	109	
60042	LODGING	0	1,170	-	-	-	-	-	-	-	-	249	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	60	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	290	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	1,000	
60065	EQUIPMENT/SPACE RENTAL	504	320	249	500	500	-	-	0.0%	500	100.0%	(109)	
60087	CREDIT CARD FEES	0	-	6	-	-	-	-	-	-	-	(6)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
60098	DUES & FEES	0	24	131	-	-	-	-	-	-	-	(155)	
	TOTAL EXPENSES	615	4,421	2,021	600	600	500	-	0.0%	100	16.7%	5,316	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DIVERSITY COMMITTEE Program:1842
Program Manager: MJ Truex
Program Description: Committee Expenses. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	578	458	59	255	255	250	-	0.0%	5	2.0%	425	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	85	
60015	PRINTING AND DUPLICATION	0	12	-	-	-	-	-	-	-	-	31	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	133	
60017	PERSONAL CAR MILEAGE	66	-	28	60	60	-	-	0.0%	60	100.0%	251	
60020	SUPPLIES	0	330	-	-	-	-	-	-	-	-	(330)	
60030	SOFTWARE	0	-	150	-	-	-	-	-	-	-	(150)	
60033	MEALS & ENTERTAINMENT	23	167	221	-	-	-	-	-	-	-	(338)	
60034	CAR RENTAL	74	-	190	225	375	-	(150)	(66.7%)	375	100.0%	(491)	
60035	CAR RENTAL-GAS	0	32	15	-	-	-	-	-	-	-	(47)	
60036	OTHER LODGING	0	-	2,856	-	-	-	-	-	-	-	(2,856)	
60039	AIRFARE - VIK	0	2,000	-	-	-	-	-	-	-	-	6,473	
60040	AIRFARE	3,103	4,190	1,992	7,500	7,500	-	-	0.0%	7,500	100.0%	(2,384)	
60041	GROUND TRANSPORTATION	51	404	-	-	-	-	-	-	-	-	1	
60042	LODGING	2,245	2,813	268	5,550	5,550	-	-	0.0%	5,550	100.0%	(654)	
60043	PER DIEM	0	353	670	1,710	1,710	-	-	0.0%	1,710	100.0%	(1,252)	
60044	HOSPITALITY	2,176	2,961	2,139	2,500	2,500	-	-	0.0%	2,500	100.0%	(2,269)	
60065	EQUIPMENT/SPACE RENTAL	2,533	4,109	2,639	3,000	3,000	-	-	0.0%	3,000	100.0%	(1,107)	
60075	AUTOMOBILE EXPENSE	0	-	23	-	-	-	-	-	-	-	(23)	
60080	SUBSCRIPTIONS	0	150	-	-	-	-	-	-	-	-	(150)	
60087	CREDIT CARD FEES	11	-	-	-	-	-	-	-	-	-	11	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
60098	DUES & FEES	0	75	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	10,861	18,055	11,325	20,800	20,950	500	(150)	(0.7%)	20,450	97.6%	(4,967)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AGE GROUP DEVELOPMENT COMMITTEE Program:1851
Program Manager: Tom Avischious
Program Description: Committee Expenses. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	108	114	35	200	100	250	100	50.0%	(150)	(150.0%)	57	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	6	
60017	PERSONAL CAR MILEAGE	0	-	81	-	-	-	-	-	-	-	31	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	29	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	534	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,410	
60040	AIRFARE	8	584	4,081	-	-	-	-	-	-	-	6,082	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	83	
60042	LODGING	0	-	191	-	-	-	-	-	-	-	2,191	
60043	PER DIEM	0	-	1,245	-	-	-	-	-	-	-	(511)	
60044	HOSPITALITY	0	-	595	-	-	-	-	-	-	-	(531)	
60065	EQUIPMENT/SPACE RENTAL	384	316	812	600	-	-	600	100.0%	-	-	2,571	
60098	DUES & FEES	0	-	-	-	-	250	-	-	(250)	-	(250)	
	TOTAL EXPENSES	500	1,014	7,038	800	100	500	700	87.5%	(400)	(400.0%)	12,702	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB DEVELOPMENT COMMITTEE Program:1856
Program Manager: Tom Avischious
Program Description: Committee Expenses. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	95	34	8	200	100	250	100	50.0%	(150)	(150.0%)	(70)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	15	
60015	PRINTING AND DUPLICATION	0	4	-	-	-	-	-	-	-	-	1	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	83	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	156	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	4,835	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	12	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	1,663	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	525	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	527	
60065	EQUIPMENT/SPACE RENTAL	126	632	109	400	-	-	400	100.0%	-	-	686	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
	TOTAL EXPENSES	221	670	192	600	100	500	500	83.3%	(400)	(400.0%)	8,109	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
GOVERNANCE COMMITTEE Program:1860
Program Manager: Lucinda McRoberts
Program Description: Expenses for the Governance Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	349	217	81	-	-	-	-	-	-	-	983	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	-	-	-	-	-	-	(25)	
60015	PRINTING AND DUPLICATION	0	58	-	-	-	-	-	-	-	-	(48)	
60017	PERSONAL CAR MILEAGE	0	74	-	-	-	-	-	-	-	-	(74)	
60040	AIRFARE	0	2,555	-	-	-	-	-	-	-	-	(2,555)	
60041	GROUND TRANSPORTATION	0	309	-	-	-	-	-	-	-	-	(179)	
60042	LODGING	0	2,289	-	-	-	-	-	-	-	-	(2,289)	
60043	PER DIEM	0	813	-	-	-	-	-	-	-	-	(813)	
60044	HOSPITALITY	0	1,976	-	-	-	-	-	-	-	-	(1,976)	
60065	EQUIPMENT/SPACE RENTAL	330	1,115	-	-	-	-	-	-	-	-	(24)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	679	9,432	156	-	-	-	-	-	-	-	(7,075)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SENIOR DEVELOPMENT COMMITTEE Program:1885
Program Manager: Tom Avischious
Program Description: Senior Development Meetings. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	150	83	-	210	100	250	110	52.4%	(150)	(150.0%)	440	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	30	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	18	
60017	PERSONAL CAR MILEAGE	0	79	-	-	-	-	-	-	-	-	(79)	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	296	
60036	OTHER LODGING	0	-	1,521	-	-	-	-	-	-	-	(1,521)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	4,241	
60040	AIRFARE	0	3,125	-	5,000	-	-	5,000	100.0%	-	-	304	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	270	
60042	LODGING	0	2,204	-	1,850	-	-	1,850	100.0%	-	-	908	
60043	PER DIEM	0	1,610	-	1,140	-	-	1,140	100.0%	-	-	(783)	
60044	HOSPITALITY	0	1,335	575	1,500	-	-	1,500	100.0%	-	-	(439)	
60065	EQUIPMENT/SPACE RENTAL	457	1,174	1,765	1,500	-	-	1,500	100.0%	-	-	(1,398)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
	TOTAL EXPENSES	607	9,609	3,936	11,200	100	500	11,100	99.1%	(400)	(400.0%)	1,962	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ADMINISTRATION & OPERATIONAL SUPPORT Program:1990

Program Manager: Tom Avischiouis, Joel Shinofield, Mariejo Truex

Program Description: Administrative and operational expenses for Club Development Division. Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60001	PHONE SERVICE	0	-	4,565	-	5,800	4,700	(5,800)	-	1,100	19.0%	(15,065)	
60002	LONG DISTANCE PHONE SERVICE	926	1,078	424	900	-	-	900	100.0%	-	-	2,542	
60003	CELLULAR PHONE CHARGES	21,145	20,997	20,170	21,000	18,700	19,000	2,300	11.0%	(300)	(1.6%)	223	
60004	CONFERENCE CALLS	649	280	294	600	800	800	(200)	(33.3%)	-	0.0%	42	
60005	INTERNET SERVICE	1,683	1,648	1,424	1,700	4,000	3,800	(2,300)	(135.3%)	200	5.0%	(2,834)	
60006	OTHER COMMUNICATIONS COST	2,436	2,087	1,328	2,400	1,100	1,600	1,300	54.2%	(500)	(45.5%)	1,808	
60010	POSTAGE	1,568	205	211	250	100	250	150	60.0%	(150)	(150.0%)	1,490	
60011	FREIGHT	930	1,391	3,084	1,200	3,300	3,700	(2,100)	(175.0%)	(400)	(12.1%)	(8,762)	
60013	EXCESS BAGGAGE & TIPS	50	210	194	-	-	-	-	-	-	-	(354)	
60015	PRINTING AND DUPLICATION	10,026	11,566	11,710	10,000	7,200	10,000	2,800	28.0%	(2,800)	(38.9%)	(12,353)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	12,242	
60017	PERSONAL CAR MILEAGE	294	492	548	400	200	500	200	50.0%	(300)	(150.0%)	234	
60019	FURNITURE & FIXTURES	295	2,878	602	-	-	-	-	-	-	-	3,570	
60020	SUPPLIES	22,236	13,693	15,815	19,005	10,000	10,000	9,005	47.4%	-	0.0%	20,435	
60025	ADVERTISING	0	100	-	-	-	-	-	-	-	-	(100)	
60030	SOFTWARE	279	672	678	700	1,200	1,200	(500)	(71.4%)	-	0.0%	(2,160)	
60031	COMPUTER REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	26	
60033	MEALS & ENTERTAINMENT	969	2,046	756	1,500	1,500	1,500	-	0.0%	-	0.0%	219	
60034	CAR RENTAL	1,150	1,688	3,300	6,000	6,000	16,350	-	0.0%	(10,350)	(172.5%)	(26,188)	Budgeting ~48 trips. Increased to reflect a change in Managing Dir. position expectations for travel and visibility.
60035	CAR RENTAL-GAS	303	70	226	100	300	300	(200)	(200.0%)	-	0.0%	(593)	
60036	OTHER LODGING	0	-	3,088	-	-	-	-	-	-	-	(3,088)	
60038	OTHER AIRFARE	0	7,866	2,515	8,000	-	-	8,000	100.0%	-	-	(10,381)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,550	
60040	AIRFARE	6,763	8,982	10,459	10,000	10,000	27,000	-	0.0%	(17,000)	(170.0%)	(15,799)	Budgeting ~48 trips. Increased to reflect a change in Managing Dir. position expectations for travel and visibility.
60041	GROUND TRANSPORTATION	596	1,253	1,496	1,000	1,000	1,000	-	0.0%	-	0.0%	(417)	
60042	LODGING	6,430	8,652	9,170	13,320	13,320	34,780	-	0.0%	(21,460)	(161.1%)	(28,949)	Budgeting ~48 trips. Increased to reflect a change in Managing Dir. position expectations for travel and visibility. Budgeting ~48 trips. Increased to reflect a change in Managing Dir. position expectations for travel and visibility.
60043	PER DIEM	3,095	3,197	3,541	5,730	5,730	15,638	-	0.0%	(9,908)	(172.9%)	(11,820)	
60044	HOSPITALITY	234	583	3,199	600	-	-	600	100.0%	-	-	(1,895)	
60046	LAUNDRY SERVICES	29	179	-	-	-	-	-	-	-	-	(150)	
60056	PROTOCOL/GIFTS	2,302	1,673	9,931	14,000	5,000	10,000	9,000	64.3%	(5,000)	(100.0%)	16,101	Protocol expenses (consolidated from various accounts in previous years)
60060	GEAR/EQUIPMENT/SIGNAGE	141	682	361	600	100	600	500	83.3%	(500)	(500.0%)	4,323	
60061	APPAREL	767	1,547	725	1,500	800	800	700	46.7%	-	0.0%	1,036	
60064	BUILDING RENT	76,987	75,255	73,423	78,295	101,400	129,300	(23,105)	(29.5%)	(27,900)	(27.5%)	(61,988)	Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60065	EQUIPMENT/SPACE RENTAL	1,401	1,869	2,884	1,500	3,500	3,700	(2,000)	(133.3%)	(200)	(5.7%)	549	
60066	REPAIR/MAINTENANCE	440	421	302	500	-	-	500	100.0%	-	-	1,217	
60070	CAMERA, PHOTO, VIDEO	0	183	-	-	-	-	-	-	-	-	194	
60071	TELEVISION/VIDEO PRODUCTION	0	(91)	-	-	-	-	-	-	-	-	91	
60075	AUTOMOBILE EXPENSE	91	210	59	-	100	300	(100)	-	(200)	(200.0%)	(203)	
60080	SUBSCRIPTIONS	1,559	2,718	2,279	1,200	2,900	3,200	(1,700)	(141.7%)	(300)	(10.3%)	(7,725)	
60086	TRAVEL AGENCY FEES	0	2,602	19,162	-	19,200	19,200	(19,200)	-	-	0.0%	(60,163)	Short's travel fees allocated to Sport Development
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	139	
60090	DEPRECIATION & AMORTIZATION	94,260	90,083	84,038	85,100	87,900	117,200	(2,800)	(3.3%)	(29,300)	(33.3%)	87,669	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions. Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60097	OTHER PROFESSIONAL SERVICES	14,768	10,884	11,214	15,000	16,800	20,000	(1,800)	(12.0%)	(3,200)	(19.0%)	3,569	
60098	DUES & FEES	2,982	6,640	4,376	5,000	6,300	6,300	(1,300)	(26.0%)	-	0.0%	(12,704)	Moved from program #1999
61024	STAFF DEVELOPMENT	0	-	2,750	-	9,000	9,000	(9,000)	-	-	0.0%	(20,750)	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	9,651	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	1,660	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	4,110	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	756	
TOTAL EXPENSES		277,785	286,488	310,301	307,100	343,250	471,718	(36,150)	(11.8%)	(128,468)	(37.4%)	(127,999)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LEARN PROGRAMS Program:1710

Program Manager: MJ Truex

Program Description: N/A - Coach Licensure-This program is a placeholder for potential future use but has not been utilized in this quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %	(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %	(Increase) Decrease over 2016 Quad	Comments
SECTION 2:	EXPENSES:										

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:1999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	28	-	-	-	-	-	-	-	-	(28)	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	1,125	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	396	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	110	
60097	OTHER PROFESSIONAL SERVICES	0	(3,500)	-	-	-	-	-	-	-	-	3,500	
60098	DUES & FEES	60	1,625	-	-	-	-	-	-	-	-	(1,565)	
60101	FOUNDATION ALLOCATION	(39,161)	(29,370)	(34,181)	(47,000)	(47,000)	(47,000)	-	0.0%	-	0.0%	15,493	
61000	SALARIES	1,457,060	1,544,394	1,676,898	1,773,227	1,759,199	2,075,882	14,028	0.8%	(316,682)	(18.0%)	(1,507,965)	
61001	SALARY ALLOCATIONS	0	-	-	-	-	-	-	-	-	-	(100,792)	
61006	VISION PREMIUMS	3,135	3,133	2,371	2,168	2,150	-	18	0.8%	2,150	100.0%	4,836	
61010	MOVING EXPENSES	0	10,236	-	-	20,000	-	(20,000)	-	20,000	100.0%	(20,591)	
61014	PAYROLL TAXES	101,022	108,672	126,767	125,172	124,185	150,987	987	0.8%	(26,802)	(21.6%)	(121,705)	
61015	PENSION CONTRIBUTION	132,351	133,004	136,285	133,171	132,121	162,963	1,050	0.8%	(30,842)	(23.3%)	(66,662)	
61017	HEALTH	193,937	205,779	194,641	186,677	205,205	314,444	(18,528)	(9.9%)	(109,240)	(53.2%)	(249,763)	
61018	DISABILITY INSURANCE	9,244	12,748	8,249	8,913	8,842	-	70	0.8%	8,842	100.0%	5,674	
61019	DENTAL INSURANCE	13,116	12,968	10,525	10,048	11,469	-	(1,421)	(14.1%)	11,469	100.0%	16,339	
61020	WORKERS COMPENSATION INSURANCE	4,455	3,479	3,663	5,000	4,961	-	39	0.8%	4,961	100.0%	11,173	
61022	EYE CARE REIMBURSEMENTS	898	1,100	676	1,400	1,389	-	11	0.8%	1,389	100.0%	1,063	
61024	STAFF DEVELOPMENT	4,094	5,282	11,141	9,000	-	-	9,000	100.0%	-	-	(4,850)	Moved to program #1990
61025	BENEFIT & TAX ALLOCATIONS	0	-	-	-	-	-	-	-	-	-	(18,822)	
61026	LIFE INSURANCE-EMPLOYER	2,218	2,221	1,833	1,724	1,710	-	14	0.8%	1,710	100.0%	3,184	
TOTAL EXPENSES		1,882,429	2,011,799	2,138,868	2,209,500	2,224,231	2,657,275	(14,731)	(0.7%)	(433,045)	(19.5%)	(2,029,849)	

EVENTS AND MEMBER SERVICES							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
Events												
45	2005 Olympic Trials	95,633	250	4,468	14,500	12,500	40,000	2,000	13.8%	(27,500)	(220.0%)	77,260
46	2010 Duel in the Pool	677	-	-	0	0	0	-		-		1,642,435
47	2015 Pan Pacific Championships	-	-	48,289	0	0	0	-		-		(33,289)
48	2018 U S Open	72,674	96,191	113,668	239,700	339,700	213,836	(100,000)	(41.7%)	125,864	37.1%	(298,627)
49	2019 National Championships (Summer LC) & NT Trials	6,637	332,069	969,019	550,400	793,900	0	(243,500)	(44.2%)	793,900	100.0%	(1,240,168)
50	2022 International Swimming League Events	-	-	-	0	15,000	25,000	(15,000)		(10,000)	(66.7%)	(40,000)
51	2023 USA Swimming Invitational	76,006	83,313	29	0	0	116,013	-		(116,013)		(23,635)
52	2025 TYR Pro Swim Series	241,733	204,616	428,078	344,300	369,300	280,348	(25,000)	(7.3%)	88,952	24.1%	(342,445)
53	2026 National Team vs. NCAA	169,488	165,688	-	0	0	0	-		-		3,801
54	2027 Speedo Sectionals	190,000	210,000	220,007	215,000	215,000	220,000	-	0.0%	(5,000)	(2.3%)	(57,889)
55	2028 IMXtreme Games	16,015	8,000	8,000	24,000	8,000	24,000	16,000	66.7%	(16,000)	(200.0%)	14,156
56	2029 Zone Championships	85,000	100,395	90,657	110,000	95,000	100,000	15,000	13.6%	(5,000)	(5.3%)	(59,018)
57	2035 Futures Championships	119,337	124,200	118,104	137,800	137,800	90,574	-	0.0%	47,226	34.3%	(266,416)
58	2040 Jr. Pan Pacific Championships	25,000	8,337	25,000	0	0	25,000	-		(25,000)		(3,337)
59	2045 Jr. Nat'l Championships (Summer LC)	52,709	74,147	143,387	138,400	141,950	0	(3,550)	(2.6%)	141,950	100.0%	7,676
60	2050 Winter Junior Championships East/West	90,968	147,960	110,138	139,500	144,500	138,256	(5,000)	(3.6%)	6,244	4.3%	(286,792)
61	2055 FINA JR World Championships	1,002	1,260,358	-	0	0	0	-		-		(1,259,356)
62	2069 Open Water Championships	80,398	92,042	77,516	101,500	85,500	102,117	16,000	15.8%	(16,617)	(19.4%)	(112,206)
63	2072 FINA Championship Series	-	-	-	0	0	0	-		-		-
64	2076 Bag Tags VIK	15,142	17,175	16,627	10,000	10,000	10,000	-	0.0%	-	0.0%	8,079
65	2077 National Events Uniforming (VIK)	42,038	31,500	47,998	40,000	40,000	40,000	-	0.0%	-	0.0%	(53,479)
66	2092 Club Marketing & Event Management Symposium	-	-	-	0	0	0	-		-		504
67	2716 Omega Timing Systems VIK	402,500	436,850	400,000	320,000	400,000	400,000	(80,000)	(25.0%)	-	0.0%	(93,196)
Program Group Total		1,782,956	3,393,090	2,820,985	2,385,100	2,808,150	1,825,144	(423,050)	(17.7%)	983,006	35.0%	(2,415,943)
Member Programs												
68	2411 Member Dues and Services	18,759	7,841	8,010	18,300	8,364	9,136	9,936	54.3%	(772)	(9.2%)	274,135
69	2412 Technology Projects	7,486	563	25,000	12,500	500	25,000	12,000	96.0%	(24,500)	(4900.0%)	64,987
70	2418 SWIMS 2.0	69,768	62,357	111,939	160,000	168,600	189,500	(8,600)	(5.4%)	(20,900)	(12.4%)	(367,604)
71	2421 Membership Directory	9,426	5,593	-	0	0	0	-		-		26,561
72	2423 Rulebook	82,317	100,463	113,685	147,000	100,000	108,800	47,000	32.0%	(8,800)	(8.8%)	(141,648)
73	2430 Athlete Leadership Summit	-	-	-	0	0	30,000	-		(30,000)		(30,000)
74	2431 Swimposium	98,589	101,113	84,427	134,100	110,000	96,188	24,100	18.0%	13,812	12.6%	(85,351)
75	2432 Zone Workshops	53,847	209,601	139,508	230,000	268,900	202,036	(38,900)	(16.9%)	66,864	24.9%	(766,199)
76	2434 On-Line Member Services Project	-	6,415	38,026	150,000	96,500	106,500	53,500	35.7%	(10,000)	(10.4%)	(230,064)
77	2498 Awards	9,380	9,939	21,516	13,200	17,790	12,290	(4,590)	(34.8%)	5,500	30.9%	(4,682)
Program Group Total		349,571	503,885	542,110	865,100	770,654	779,450	94,446	10.9%	(8,796)	(1.1%)	(1,259,865)
Member Programs - Officials												
78	2433 Officials Training Sessions	74,258	127,311	89,834	132,000	132,000	89,055	-	0.0%	42,945	32.5%	(61,328)
79	2437 Officials On-Line Testing	-	-	-	2,600	0	1,100	2,600	100.0%	(1,100)		(1,058)
80	2438 Officials Certification Program	-	2,564	21,000	15,200	5,200	5,200	10,000	65.8%	-	0.0%	7,808
81	2439 Officials Video	-	-	-	0	0	0	-		-		46,296
82	2440 Officials Clinic	51,355	1,045	64,479	2,300	800	48,960	1,500	65.2%	(48,160)	(6020.0%)	(63,929)

EVENTS AND MEMBER SERVICES							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
83	2441 Officials International Travel	4,312	10,803	22,439	30,100	20,380	23,467	9,720	32.3%	(3,087)	(15.1%)	3,394
84	2442 Officials Uniforming (VIK)	-	-	-	0	0	0	-		-		27,782
85	2450 Officials Mentoring & Training	2,591	502	1,167	4,300	3,000	4,068	1,300	30.2%	(1,068)	(35.6%)	1,757
Program Group Total		132,516	142,225	198,918	186,500	161,380	171,850	25,120	13.5%	(10,470)	(6.5%)	(39,277)
Other Programs and Services												
86	2501 Publications and Video Sales	45,153	23,665	22,784	40,000	35,000	30,000	5,000	12.5%	5,000	14.3%	96,717
87	2502 Mailing Service	483	280	158	500	500	500	-	0.0%	-	0.0%	2,262
88	2505 Trials Hospitality	55,900	-	-	1,500	1,500	40,768	-	0.0%	(39,268)	(2617.9%)	15,190
89	2518 Altitude Camps	269,977	537,523	678,926	300,000	575,000	300,000	(275,000)	(91.7%)	275,000	47.8%	(769,521)
90	2519 Times Projects	12,606	54,368	51,240	38,900	38,900	34,400	-	0.0%	4,500	11.6%	182,733
91	2535 Pool Environment Research & Education	-	-	-	20,000	0	30,000	20,000	100.0%	(30,000)		(30,000)
92	2715 TV/Web Cast Production	632,085	1,154,685	1,320,082	1,261,000	1,391,000	881,640	(130,000)	(10.3%)	509,360	36.6%	(1,337,592)
93	2720 Vendini Event Ticketing	-	-	-	0	0	0	-		-		10,143
Program Group Total		1,016,204	1,770,521	2,073,190	1,661,900	2,041,900	1,317,308	(380,000)	(22.9%)	724,592	35.5%	(1,830,068)
Committees												
94	2801 Convention	86,289	86,771	98,890	112,500	120,870	110,522	(8,370)	(7.4%)	10,349	8.6%	(80,530)
95	2802 Convention - Athletes	93,941	102,175	107,240	128,200	108,200	78,009	20,000	15.6%	30,191	27.9%	(30,037)
96	2825 Registration / Membership	14,841	12,411	15,933	16,200	14,500	500	1,700	10.5%	14,000	96.6%	12,705
97	2832 Awards	-	-	1,013	300	380	300	(80)	(26.7%)	80	21.1%	(541)
98	2835 Credentials / Elections	3,298	1,952	2,667	3,000	3,000	500	-	0.0%	2,500	83.3%	(173)
99	2836 Rules and Regulations	28,953	37,241	25,822	31,800	22,300	19,490	9,500	29.9%	2,810	12.6%	13,971
100	2857 Times & Recognition Committee	21,140	15,935	20,581	23,000	18,000	500	5,000	21.7%	17,500	97.2%	31,679
101	2860 Programs & Events Committee	-	-	-	0	0	500	-		(500)		(500)
102	2862 Championship Evaluation Committee	542	2,045	-	27,400	1,000	0	26,400	96.4%	1,000	100.0%	952
103	2887 Athletes Executive Committee	9,789	14,964	23,567	30,500	20,500	500	10,000	32.8%	20,000	97.6%	(25,896)
104	2866 Officials	18,673	17,540	22,462	19,300	19,550	8,498	(250)	(1.3%)	11,052	56.5%	3,526
Program Group Total		277,467	291,034	318,176	392,200	328,300	219,319	63,900	16.3%	108,982	33.2%	(74,844)
Administration & Operational Support												
105	2990 Administration & Operational Support	286,855	291,477	259,238	208,200	236,690	210,200	(28,490)	(13.7%)	26,490	11.2%	58,985
106	2999 Salary and Benefits	2,061,477	2,189,640	1,502,519	1,551,300	1,532,752	1,053,994	18,549	1.2%	478,758	31.2%	1,202,123
Program Group Total		2,348,332	2,481,116	1,761,757	1,759,500	1,769,442	1,264,194	(9,941)	(0.6%)	505,248	28.6%	1,261,108
TOTAL EVENTS AND MEMBER SERVICES		5,907,047	8,581,871	7,715,136	7,250,300	7,879,826	5,577,265	(629,525)	(8.7%)	2,302,561	29.2%	(4,358,889)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC TRIALS Program:2005
Program Manager: Dean Ekeren
Program Description: Competition held every Olympic year to select the US Olympic Team

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	24	-	-	-	-	-	-	-	-	-	29	
60011	FREIGHT	3,614	-	11	515	515	5,000	-	0.0%	(4,485)	(870.9%)	(1,868)	
60017	PERSONAL CAR MILEAGE	809	-	-	-	-	-	-	-	-	-	809	
60020	SUPPLIES	638	-	-	500	-	5,000	500	100.0%	(5,000)	-	(4,346)	
60025	ADVERTISING	0	-	-	-	-	-	-	-	-	-	9,500	
60033	MEALS & ENTERTAINMENT	0	-	-	1,500	-	3,000	1,500	100.0%	(3,000)	-	(2,684)	
60034	CAR RENTAL	1,863	-	-	-	-	-	-	-	-	-	1,863	
60035	CAR RENTAL-GAS	59	-	-	-	-	-	-	-	-	-	59	
60036	OTHER LODGING	0	-	381	-	-	-	-	-	-	-	(381)	
60040	AIRFARE	6,754	-	2,443	7,500	7,500	-	-	0.0%	7,500	100.0%	4,939	
60041	GROUND TRANSPORTATION	350	-	169	-	-	-	-	-	-	-	852	
60042	LODGING	24,454	-	819	2,775	2,775	-	-	0.0%	2,775	100.0%	24,747	
60043	PER DIEM	4,685	-	285	1,710	1,710	-	-	0.0%	1,710	100.0%	3,653	
60046	LAUNDRY SERVICES	31	-	-	-	-	-	-	-	-	-	31	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	5,000	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,000	
60055	AWARDS	9,429	-	-	-	-	8,000	-	-	(8,000)	-	1,429	
60056	PROTOCOL/GIFTS	3,120	-	-	-	-	8,000	-	-	(8,000)	-	(4,880)	
60060	GEAR/EQUIPMENT/SIGNAGE	3,155	-	-	-	-	-	-	-	-	-	3,700	
60061	APPAREL	3,783	-	-	-	-	1,000	-	-	(1,000)	-	2,940	
60065	EQUIPMENT/SPACE RENTAL	0	250	-	-	-	-	-	-	-	-	(250)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	1,995	
60087	CREDIT CARD FEES	6,568	-	-	-	-	-	-	-	-	-	6,568	
60097	OTHER PROFESSIONAL SERVICES	7,736	-	-	-	-	10,000	-	-	(10,000)	-	4,354	
60098	DUES & FEES	(14)	-	360	-	-	-	-	-	-	-	(374)	
62018	EVENT INSURANCE	18,575	-	-	-	-	-	-	-	-	-	18,575	
	TOTAL EXPENSES	95,633	250	4,468	14,500	12,500	40,000	2,000	13.8%	(27,500)	(220.0%)	77,260	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DUEL IN THE POOL Program:2010

Program Manager: Dean Ekeren

Program Description: Mutual of Omaha Duel in the Pool - USA vs Europe every odd year in December (2017 scheduled for Europe)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	25	
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	36	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	242	
60011	FREIGHT	46	-	-	-	-	-	-	-	-	-	10,394	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	2,249	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,296	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	1,549	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	3,799	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	1,664	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	183,330	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	21,265	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	164,525	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	12,830	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	68,896	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	2,452	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	103	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	3,000	
60051	ATHLETE MEET REIMBURSEMENTS	129	-	-	-	-	-	-	-	-	-	6,129	
60054	MEDAL MONEY - U S ATHLETES	0	-	-	-	-	-	-	-	-	-	126,073	
60055	AWARDS	502	-	-	-	-	-	-	-	-	-	1,164	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	5,692	
60058	MEDAL MONEY - FOREIGN ATHLETES	0	-	-	-	-	-	-	-	-	-	18,166	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	58,129	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	42,438	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	24,730	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	300	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	607,405	
60085	GRAPHICS/ART WORK	0	-	-	-	-	-	-	-	-	-	16,680	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	1,444	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	249,743	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	5,687	
	TOTAL EXPENSES	677	-	-	-	-	-	-	-	-	-	1,642,435	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PAN PACIFIC CHAMPIONSHIPS Program:2015
Program Manager: Dean Ekeren
Program Description: Rotates between Pan Pac Nations every four years

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60041	GROUND TRANSPORTATION	0	-	72	-	-	-	-	-	-	-	(72)	
60043	PER DIEM	0	-	612	-	-	-	-	-	-	-	(612)	
60087	CREDIT CARD FEES	0	-	700	-	-	-	-	-	-	-	(700)	
60097	OTHER PROFESSIONAL SERVICES	0	-	46,905	-	-	-	-	-	-	-	(46,905)	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	15,000	
	TOTAL EXPENSES	0	-	48,289	-	-	-	-	-	-	-	(33,289)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
U S OPEN Program:2018
Program Manager: Dean Ekeren
Program Description: Toyota U.S. Open held each year the week after Thanksgiving.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	21	-	-	-	-	-	-	-	-	28	
60004	CONFERENCE CALLS	0	-	-	196	196	-	-	0.0%	196	100.0%	(165)	
60005	INTERNET SERVICE	0	39	-	-	-	-	-	-	-	-	(39)	
60010	POSTAGE	0	-	2	-	-	-	-	-	-	-	(2)	
60011	FREIGHT	697	564	352	2,652	2,652	1,000	-	0.0%	1,652	62.3%	127	
60013	EXCESS BAGGAGE & TIPS	0	76	60	-	-	100	-	-	(100)	-	(236)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	6,000	
60017	PERSONAL CAR MILEAGE	36	-	863	-	-	500	-	-	(500)	-	(400)	
60020	SUPPLIES	89	360	-	2,700	2,700	2,700	-	0.0%	-	0.0%	(5,495)	
60033	MEALS & ENTERTAINMENT	123	910	58	500	500	-	-	0.0%	500	100.0%	500	
60034	CAR RENTAL	1,248	1,337	1,201	2,400	2,400	1,500	-	0.0%	900	37.5%	(4,869)	
60035	CAR RENTAL-GAS	24	25	51	-	-	-	-	-	-	-	(27)	
60036	OTHER LODGING	0	-	10,263	-	-	-	-	-	-	-	(10,263)	
60038	OTHER AIRFARE	0	-	295	-	-	-	-	-	-	-	(295)	
60040	AIRFARE	4,018	4,017	3,461	5,500	5,500	4,000	-	0.0%	1,500	27.3%	2,156	Budgeting 8 trips (National Events Director (2), Referee (2), Announcer (1), Admin (1), Judge (1), Starter (1))
60041	GROUND TRANSPORTATION	319	758	753	-	-	-	-	-	-	-	618	
60042	LODGING	15,918	9,455	1,669	9,435	9,435	7,030	-	0.0%	2,405	25.5%	35,813	Budgeting 8 trips (National Events Director (2), Referee (2), Announcer (1), Admin (1), Judge (1), Starter (1))
60043	PER DIEM	3,571	683	1,106	3,078	3,078	2,280	-	0.0%	798	25.9%	6,727	
60044	HOSPITALITY	0	-	-	800	800	800	-	0.0%	-	0.0%	80	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	7	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	2,000	
60055	AWARDS	9,128	6,742	4,150	7,426	7,426	7,426	-	0.0%	-	0.0%	2,596	
60056	PROTOCOL/GIFTS	653	-	-	500	500	500	-	0.0%	-	0.0%	12,007	
60059	MEET RIGHTS FEES	20,000	20,000	20,000	20,000	20,000	-	-	0.0%	20,000	100.0%	-	Will not be paying a host fee for this event starting in 2020. signage to support TYR and trialization
60060	GEAR/EQUIPMENT/SIGNAGE	10,136	40,879	35,739	28,500	28,500	35,000	-	0.0%	(6,500)	(22.8%)	(50,250)	
60061	APPAREL	267	225	698	1,000	1,000	1,000	-	0.0%	-	0.0%	29,208	
60065	EQUIPMENT/SPACE RENTAL	66	-	1,804	5,013	5,013	-	-	0.0%	5,013	100.0%	(1,465)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	22,186	-	-	-	-	-	-	-	69,514	
60097	OTHER PROFESSIONAL SERVICES	4,840	8,674	9,692	150,000	250,000	150,000	(100,000)	(66.7%)	100,000	40.0%	(393,348)	Omega, Hy-Tek, Riggers, Dodd, deckboards, professional site visits.
60098	DUES & FEES	1,540	1,428	(734)	-	-	-	-	-	-	-	846	
	TOTAL EXPENSES	72,674	96,191	113,668	239,700	339,700	213,836	(100,000)	(41.7%)	125,864	37.1%	(298,627)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL CHAMPIONSHIPS (SUMMER LC) & NT TRIALS Program:2019
Program Manager: Dean Ekeren
Program Description: Summer Nationals will not be held in 2020 due to Olympic Trials

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	29	
60004	CONFERENCE CALLS	0	-	22	50	50	-	-	0.0%	50	100.0%	(29)	
60005	INTERNET SERVICE	0	9	-	-	-	-	-	-	-	-	(9)	
60006	OTHER COMMUNICATIONS COST	0	-	789	-	-	-	-	-	-	-	(789)	
60010	POSTAGE	24	-	2	50	50	-	-	0.0%	50	100.0%	52	
60011	FREIGHT	0	644	961	1,000	1,000	-	-	0.0%	1,000	100.0%	5,322	
60013	EXCESS BAGGAGE & TIPS	0	25	75	-	-	-	-	-	-	-	(100)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	11,188	
60017	PERSONAL CAR MILEAGE	0	87	560	-	-	-	-	-	-	-	698	
60020	SUPPLIES	0	-	1,407	369	369	-	-	0.0%	369	100.0%	(323)	
60021	OTHER VIK	0	10,000	-	-	-	-	-	-	-	-	10,000	
60033	MEALS & ENTERTAINMENT	319	846	1,397	500	500	-	-	0.0%	500	100.0%	7,988	
60034	CAR RENTAL	0	456	2,538	3,900	3,900	-	-	0.0%	3,900	100.0%	(6,894)	
60035	CAR RENTAL-GAS	0	400	95	-	-	-	-	-	-	-	(495)	
60036	OTHER LODGING	0	-	28,697	-	-	-	-	-	-	-	(28,697)	
60038	OTHER AIRFARE	0	-	272	-	-	-	-	-	-	-	(272)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,405	
60040	AIRFARE	0	5,163	8,863	5,500	5,500	-	-	0.0%	5,500	100.0%	(4,074)	
60041	GROUND TRANSPORTATION	0	1,215	1,459	-	-	-	-	-	-	-	1,951	
60042	LODGING	0	31,534	5,943	12,765	12,765	-	-	0.0%	12,765	100.0%	60,738	
60043	PER DIEM	0	2,604	4,260	4,104	4,104	-	-	0.0%	4,104	100.0%	(1,048)	
60044	HOSPITALITY	0	3,768	-	800	800	-	-	0.0%	800	100.0%	(4,568)	
60046	LAUNDRY SERVICES	0	44	107	100	100	-	-	0.0%	100	100.0%	(55)	
60055	AWARDS	4,100	4,855	5,143	6,762	6,762	-	-	0.0%	6,762	100.0%	6,948	
60056	PROTOCOL/GIFTS	653	900	-	-	-	-	-	-	-	-	2,588	
60059	MEET RIGHTS FEES	0	20,000	20,000	20,000	20,000	-	-	0.0%	20,000	100.0%	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	203,903	76,575	38,000	81,500	-	(43,500)	(114.5%)	81,500	100.0%	(274,838)	
60061	APPAREL	0	665	926	1,000	1,000	-	-	0.0%	1,000	100.0%	3,079	
60065	EQUIPMENT/SPACE RENTAL	0	-	689,523	-	-	-	-	-	-	-	(620,453)	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	220	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	83,000	
60071	TELEVISION/VIDEO PRODUCTION	0	-	32,420	-	-	-	-	-	-	-	(32,420)	
60087	CREDIT CARD FEES	0	-	280	-	-	-	-	-	-	-	(280)	
60097	OTHER PROFESSIONAL SERVICES	0	49,024	97,441	455,000	455,000	-	-	0.0%	455,000	100.0%	(277,921)	Event expenses / "Trialization" including Omega, Hy-Tek, Riggers, Dodd, deckboards, professional site visits.
60098	DUES & FEES	1,540	(4,072)	(10,734)	-	200,000	-	(200,000)	-	200,000	100.0%	(181,610)	2019 addition to support Dodd site add-on's.
61013	TEMPORARY HELP	0	-	-	500	500	-	-	0.0%	500	100.0%	(500)	
	TOTAL EXPENSES	6,637	332,069	969,019	550,400	793,900	-	(243,500)	(44.2%)	793,900	100.0%	(1,240,168)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL SWIMMING LEAGUE EVENTS Program:2022
Program Manager: Dean Ekeren

Program Description: USA Swimming operational support of the International Swimming League Events. 4 sites in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60034	CAR RENTAL	0	-	-	-	1,000	2,000	(1,000)	-	(1,000)	(100.0%)	(3,000)	
60040	AIRFARE	0	-	-	-	10,000	15,000	(10,000)	-	(5,000)	(50.0%)	(25,000)	
60042	LODGING	0	-	-	-	4,000	8,000	(4,000)	-	(4,000)	(100.0%)	(12,000)	
	TOTAL EXPENSES	0	-	-	-	15,000	25,000	(15,000)	-	(10,000)	(66.7%)	(40,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USA SWIMMING INVITATIONAL Program:2023
Program Manager: Dean Ekeren

Program Description: Five-day summer event retitled effective 2020 as the USA Swimming Invitational. Offered when a Trials/Nationals is held early in the summer. This event will include Summer Junior Nationals.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	5	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	13	
60010	POSTAGE	26	-	-	-	-	-	-	-	-	-	26	
60011	FREIGHT	1,769	1,029	29	-	-	500	-	-	(500)	-	485	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	-	100	-	-	(100)	-	(125)	
60015	PRINTING AND DUPLICATION	0	17,246	-	-	-	-	-	-	-	-	(17,246)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,028	
60017	PERSONAL CAR MILEAGE	298	259	-	-	-	-	-	-	-	-	245	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	25	
60033	MEALS & ENTERTAINMENT	678	1,513	-	-	-	200	-	-	(200)	-	(873)	
60034	CAR RENTAL	765	1,543	-	-	-	2,400	-	-	(2,400)	-	(3,178)	
60035	CAR RENTAL-GAS	5	166	-	-	-	-	-	-	-	-	(162)	
60040	AIRFARE	6,740	3,906	-	-	-	5,500	-	-	(5,500)	-	2,358	Budgeting 11 trips for site prep and event (National Events Director (2), National Events Manager (2), Referee (2), Announcer (2), Admin (1), Judge (1), Starter (1))
60041	GROUND TRANSPORTATION	921	983	-	-	-	-	-	-	-	-	1,004	
60042	LODGING	25,013	14,224	-	-	-	9,435	-	-	(9,435)	-	20,619	Budgeting 11 trips for site prep and event (National Events Director (2), National Events Manager (2), Referee (2), Announcer (2), Admin (1), Judge (1), Starter (1))
60043	PER DIEM	1,804	1,617	-	-	-	3,078	-	-	(3,078)	-	(1,918)	
60044	HOSPITALITY	0	-	-	-	-	800	-	-	(800)	-	(800)	
60046	LAUNDRY SERVICES	52	58	-	-	-	-	-	-	-	-	14	
60055	AWARDS	3,094	9,397	-	-	-	9,000	-	-	(9,000)	-	(9,996)	
60059	MEET RIGHTS FEES	20,000	20,000	-	-	-	20,000	-	-	(20,000)	-	-	\$20,000 rights fee left in this budget as the agreement has already been signed with the Host.
60060	GEAR/EQUIPMENT/SIGNAGE	7,208	1,028	-	-	-	35,000	-	-	(35,000)	-	(25,387)	
60061	APPAREL	0	730	-	-	-	-	-	-	-	-	(730)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	4,443	
60097	OTHER PROFESSIONAL SERVICES	7,675	10,579	-	-	-	30,000	-	-	(30,000)	-	17,261	Omega (possibly), Hy-Tek, Riggers
60098	DUES & FEES	(40)	(989)	-	-	-	-	-	-	-	-	(11,745)	
	TOTAL EXPENSES	76,006	83,313	29	-	-	116,013	-	-	(116,013)	-	(23,635)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TYR PRO SWIM SERIES Program:2025
Program Manager: Dean Ekeren

Program Description: TYR Pro Swim Series. Four events in 2020, plus limited support for three additional events across the country. 2018--Six events were held and 2019--Five events will be held.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60002	LONG DISTANCE PHONE SERVICE	0	19	-	-	-	-	-	-	-	-	1	
60003	CELLULAR PHONE CHARGES	0	38	46	-	-	-	-	-	-	-	(66)	
60004	CONFERENCE CALLS	12	10	27	70	70	100	-	0.0%	(30)	(42.9%)	(182)	
60005	INTERNET SERVICE	0	16	-	-	-	-	-	-	-	-	5	
60006	OTHER COMMUNICATIONS COST	0	-	789	-	-	-	-	-	-	-	(789)	
60011	FREIGHT	502	359	16,372	21,000	21,000	12,000	-	0.0%	9,000	42.9%	(35,639)	
60013	EXCESS BAGGAGE & TIPS	125	200	230	-	-	500	-	-	(500)	-	(805)	
60015	PRINTING AND DUPLICATION	34	24	-	-	-	-	-	-	-	-	50	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	15,193	
60017	PERSONAL CAR MILEAGE	2,200	2,452	3,109	-	-	2,000	-	-	(2,000)	-	(1,798)	
60020	SUPPLIES	32	905	237	-	-	-	-	-	-	-	(530)	
60033	MEALS & ENTERTAINMENT	2,998	1,707	2,234	2,000	2,000	800	-	0.0%	1,200	60.0%	(2,092)	
60034	CAR RENTAL	6,946	6,375	6,502	12,150	12,150	9,600	-	0.0%	2,550	21.0%	(27,682)	
60035	CAR RENTAL-GAS	211	246	193	-	-	-	-	-	-	-	(227)	
60036	OTHER LODGING	0	-	41,606	-	-	-	-	-	-	-	(41,606)	
60038	OTHER AIRFARE	0	-	3,472	-	-	-	-	-	-	-	(3,472)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	11,953	
60040	AIRFARE	13,913	8,411	17,505	27,000	27,000	21,000	-	0.0%	6,000	22.2%	(27,353)	Budgeting 42 trips across the series (National Events Director (9), National Events Manager (9), Referee (8), Announcers (4), Admin (4), Judge (4), Starter (4))
60041	GROUND TRANSPORTATION	2,086	1,789	2,868	-	-	-	-	-	-	-	5,406	
60042	LODGING	37,132	30,807	11,886	52,170	52,170	35,520	-	0.0%	16,650	31.9%	(33,058)	Budgeting 42 trips across the series (National Events Director (9), National Events Manager (9), Referee (8), Announcers (4), Admin (4), Judge (4), Starter (4))
60043	PER DIEM	8,943	5,667	5,070	12,654	12,654	11,628	-	0.0%	1,026	8.1%	(13,936)	
60044	HOSPITALITY	104	-	-	4,756	4,756	3,200	-	0.0%	1,556	32.7%	(7,852)	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	4,404	
60046	LAUNDRY SERVICES	0	-	27	-	-	-	-	-	-	-	(27)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	301	
60056	PROTOCOL/GIFTS	515	-	-	-	-	-	-	-	-	-	515	
60059	MEET RIGHTS FEES	120,000	100,000	120,000	-	-	-	-	-	-	-	261,500	
60060	GEAR/EQUIPMENT/SIGNAGE	33,894	27,388	81,597	90,000	115,000	90,000	(25,000)	(27.8%)	25,000	21.7%	(196,474)	\$20,000/event for PSS signage
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	7,424	
60065	EQUIPMENT/SPACE RENTAL	0	-	18,641	2,500	2,500	4,000	-	0.0%	(1,500)	(60.0%)	(21,070)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	18,278	-	-	-	-	-	-	-	13,065	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	478	
60087	CREDIT CARD FEES	0	-	29	-	-	-	-	-	-	-	(29)	
60097	OTHER PROFESSIONAL SERVICES	13,744	18,203	78,095	120,000	120,000	90,000	-	0.0%	30,000	25.0%	(247,381)	All events to have HyTek support @ \$5,000 each, Omega @ \$10,000 each, rigging @ \$5,000, plus mis professional site visits
60098	DUES & FEES	(1,656)	-	(734)	-	-	-	-	-	-	-	(923)	
62018	EVENT INSURANCE	0	-	-	-	-	-	-	-	-	-	250	
TOTAL EXPENSES		241,733	204,616	428,078	344,300	369,300	280,348	(25,000)	(7.3%)	88,952	24.1%	(342,445)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM VS. NCAA Program:2026
Program Manager: Dean Ekeren
Program Description: USA National Team vs NCAA Conference All-Star Team held in November each year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	13	-	-	-	-	-	-	-	-	(13)	
60005	INTERNET SERVICE	0	22	-	-	-	-	-	-	-	-	(22)	
60011	FREIGHT	132	370	-	-	-	-	-	-	-	-	(239)	
60015	PRINTING AND DUPLICATION	95	836	-	-	-	-	-	-	-	-	(741)	
60017	PERSONAL CAR MILEAGE	163	209	-	-	-	-	-	-	-	-	(46)	
60020	SUPPLIES	613	1,868	-	-	-	-	-	-	-	-	(1,255)	
60033	MEALS & ENTERTAINMENT	191	1,200	-	-	-	-	-	-	-	-	(1,009)	
60034	CAR RENTAL	273	241	-	-	-	-	-	-	-	-	33	
60035	CAR RENTAL-GAS	18	14	-	-	-	-	-	-	-	-	4	
60039	AIRFARE - VIK	17,992	-	-	-	-	-	-	-	-	-	17,992	
60040	AIRFARE	1,843	2,353	-	-	-	-	-	-	-	-	(510)	
60041	GROUND TRANSPORTATION	5,519	610	-	-	-	-	-	-	-	-	4,909	
60042	LODGING	5,817	3,825	-	-	-	-	-	-	-	-	1,992	
60043	PER DIEM	369	588	-	-	-	-	-	-	-	-	(219)	
60044	HOSPITALITY	11,781	-	-	-	-	-	-	-	-	-	11,781	
60055	AWARDS	84	88	-	-	-	-	-	-	-	-	(4)	
60056	PROTOCOL/GIFTS	2,622	3,900	-	-	-	-	-	-	-	-	(1,279)	
60060	GEAR/EQUIPMENT/SIGNAGE	93,848	32,009	-	-	-	-	-	-	-	-	61,839	
60061	APPAREL	69	1,393	-	-	-	-	-	-	-	-	(1,324)	
60065	EQUIPMENT/SPACE RENTAL	9,015	19,874	-	-	-	-	-	-	-	-	(10,859)	
60087	CREDIT CARD FEES	42	-	-	-	-	-	-	-	-	-	42	
60097	OTHER PROFESSIONAL SERVICES	59,004	96,275	-	-	-	-	-	-	-	-	(37,271)	
60098	DUES & FEES	(40,000)	-	-	-	-	-	-	-	-	-	(40,000)	
	TOTAL EXPENSES	169,488	165,688	-	-	-	-	-	-	-	-	3,801	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPEEDO SECTIONALS Program:2027
Program Manager: Dean Ekeren
Program Description: 21 Speedo Sectional Events per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	7	-	-	-	-	-	-	-	11	Eastern zone - \$12,500 for each of two spring meets, plus \$15,000 for one LC meet, \$10,000 for all other sectional meets (approx 18).
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	125	
60059	MEET RIGHTS FEES	190,000	210,000	220,000	215,000	215,000	220,000	-	0.0%	(5,000)	(2.3%)	(59,500)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	1,475	
	TOTAL EXPENSES	190,000	210,000	220,007	215,000	215,000	220,000	-	0.0%	(5,000)	(2.3%)	(57,889)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
IMXTREME GAMES Program:2028
Program Manager: Dean Ekeren

Program Description: Six special events each year overseen by the Age Group Development Committee designed to promote greater participation in the IM Xtreme program.

								(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget						
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	1	
60011	FREIGHT	15	-	-	-	-	-	-	-	-	-	15	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	763	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	1,377	
60059	MEET RIGHTS FEES	16,000	8,000	8,000	24,000	8,000	24,000	16,000	66.7%	(16,000)	(200.0%)	12,000	\$4,000/meet x 6 meets.
	TOTAL EXPENSES	16,015	8,000	8,000	24,000	8,000	24,000	16,000	66.7%	(16,000)	(200.0%)	14,156	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ZONE CHAMPIONSHIPS Program:2029
Program Manager: Dean Ekeren
Program Description: Age Group, Senior and Open Water Zone Championships held each year

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	1	-	-	-	-	-	-	-	(1)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	34	
60015	PRINTING AND DUPLICATION	0	395	-	-	-	-	-	-	-	-	(395)	
60055	AWARDS	0	-	655	-	-	-	-	-	-	-	(655)	
60059	MEET RIGHTS FEES	85,000	100,000	90,000	110,000	95,000	100,000	15,000	13.6%	(5,000)	(5.3%)	(57,500)	\$10,000/meet (8) plus \$5,000 for each AG OW event (4)
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	(500)	
	TOTAL EXPENSES	85,000	100,395	90,657	110,000	95,000	100,000	15,000	13.6%	(5,000)	(5.3%)	(59,018)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FUTURES CHAMPIONSHIPS Program:2035
Program Manager: Dean Ekeren

Program Description: Four 3 1/2 day events held across the country during the week of the Speedo Junior National Championships (summer only).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	11	-	-	-	-	-	-	-	(11)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	15	
60011	FREIGHT	0	-	-	750	750	750	-	0.0%	-	0.0%	(1,462)	
60013	EXCESS BAGGAGE & TIPS	0	25	150	-	-	-	-	-	-	-	(175)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	37	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,729	
60017	PERSONAL CAR MILEAGE	2,418	1,670	2,251	-	-	-	-	-	-	-	561	
60020	SUPPLIES	0	-	-	994	994	1,000	-	0.0%	(6)	(0.6%)	(1,994)	
60033	MEALS & ENTERTAINMENT	2,473	2,480	2,194	-	-	-	-	-	-	-	(2,201)	
60034	CAR RENTAL	3,743	2,874	3,944	3,300	3,300	6,000	-	0.0%	(2,700)	(81.8%)	(12,375)	
60035	CAR RENTAL-GAS	104	80	125	-	-	-	-	-	-	-	(101)	
60036	OTHER LODGING	0	-	11,698	-	-	-	-	-	-	-	(11,698)	
60038	OTHER AIRFARE	0	-	4,774	-	-	-	-	-	-	-	(4,774)	
60040	AIRFARE	5,093	5,585	2,026	10,000	10,000	12,000	-	0.0%	(2,000)	(20.0%)	(19,908)	Budgeting 24 trips (National Events Director (2), National Events Manager (2), Referee (8), Admin (4), Judge (4), Starter (4))
60041	GROUND TRANSPORTATION	723	538	365	-	-	-	-	-	-	-	7	
60042	LODGING	12,449	15,682	181	15,540	15,540	19,240	-	0.0%	(3,700)	(23.8%)	(30,291)	Budgeting 24 trips (National Events Director (2), National Events Manager (2), Referee (8), Admin (4), Judge (4), Starter (4))
60043	PER DIEM	1,876	1,655	714	5,016	5,016	6,384	-	0.0%	(1,368)	(27.3%)	(11,288)	
60044	HOSPITALITY	0	-	-	3,200	3,200	3,200	-	0.0%	-	0.0%	(6,400)	\$800/meet
60055	AWARDS	17,888	17,808	17,681	16,000	16,000	20,000	-	0.0%	(4,000)	(25.0%)	(40,199)	
60056	PROTOCOL/GIFTS	0	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,000)	
60059	MEET RIGHTS FEES	60,000	60,000	60,000	60,000	60,000	-	-	0.0%	60,000	100.0%	(75,000)	We will not be paying a host fee for this event beginning 2020.
60060	GEAR/EQUIPMENT/SIGNAGE	12,570	15,803	11,990	20,000	20,000	20,000	-	0.0%	-	0.0%	(45,886)	
60061	APPAREL	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(4,000)	
TOTAL EXPENSES		119,337	124,200	118,104	137,800	137,800	90,574	-	0.0%	47,226	34.3%	(266,416)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JR. PAN PACIFIC CHAMPIONSHIPS Program:2040
Program Manager: Dean Ekeren

Program Description: Junior Pan Pacific Championships held every even year in August (2018 event in Fiji). Competitors include the National Jr Teams from the US, Australia, Canda, Japan, and several other non-European

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	8,337	-	-	-	-	-	-	-	-	(8,337)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	0	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	0	
60034	CAR RENTAL	0	-	-	-	-	-	-	-	-	-	0	
60040	AIRFARE	(0)	-	-	-	-	-	-	-	-	-	(0)	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	(0)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	0	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	(0)	
60098	DUES & FEES	25,000	-	25,000	-	-	25,000	-	-	(25,000)	-	5,000	
	TOTAL EXPENSES	25,000	8,337	25,000	-	-	25,000	-	-	(25,000)	-	(3,337)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

JR. NAT'L CHAMPIONSHIPS (SUMMER LC) Program:2045

Program Manager: Dean Ekeren

Program Description: Summer Junior Championship, held in same location as Summer Nationals. In 2020 will be combined with USA Swimming Invitational in Indianapolis, IN.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	17	
60005	INTERNET SERVICE	0	10	-	-	-	-	-	-	-	-	33	
60010	POSTAGE	0	-	-	36	36	-	-	0.0%	36	100.0%	(24)	
60011	FREIGHT	898	735	1,197	1,000	1,000	-	-	0.0%	1,000	100.0%	(953)	
60013	EXCESS BAGGAGE & TIPS	35	25	75	-	-	-	-	-	-	-	(65)	
60015	PRINTING AND DUPLICATION	0	17,246	-	-	-	-	-	-	-	-	(17,246)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	7,581	
60017	PERSONAL CAR MILEAGE	104	45	152	-	-	-	-	-	-	-	2,080	
60020	SUPPLIES	51	22	-	-	-	-	-	-	-	-	623	
60033	MEALS & ENTERTAINMENT	535	1,149	1,161	400	400	-	-	0.0%	400	100.0%	(1,433)	
60034	CAR RENTAL	1,194	1,303	2,803	2,250	2,250	-	-	0.0%	2,250	100.0%	(5,162)	
60035	CAR RENTAL-GAS	60	36	97	-	-	-	-	-	-	-	(74)	
60036	OTHER LODGING	0	-	17,745	-	-	-	-	-	-	-	(17,745)	
60038	OTHER AIRFARE	0	-	568	-	-	-	-	-	-	-	(568)	
60040	AIRFARE	825	4,251	3,116	4,500	4,500	-	-	0.0%	4,500	100.0%	(4,808)	
60041	GROUND TRANSPORTATION	1,062	903	617	-	-	-	-	-	-	-	1,807	
60042	LODGING	7,520	11,275	986	9,805	9,805	-	-	0.0%	9,805	100.0%	18,318	
60043	PER DIEM	2,183	2,225	1,054	2,223	2,223	-	-	0.0%	2,223	100.0%	6,832	
60044	HOSPITALITY	0	-	-	800	800	-	-	0.0%	800	100.0%	(800)	
60046	LAUNDRY SERVICES	73	29	-	100	100	-	-	0.0%	100	100.0%	(27)	
60055	AWARDS	5,747	2,187	5,862	6,786	10,336	-	(3,550)	(52.3%)	10,336	100.0%	2,445	
60056	PROTOCOL/GIFTS	0	257	-	-	-	-	-	-	-	-	(257)	
60059	MEET RIGHTS FEES	20,000	20,000	20,000	20,000	20,000	-	-	0.0%	20,000	100.0%	28,750	
60060	GEAR/EQUIPMENT/SIGNAGE	7,208	1,118	1,342	20,000	20,000	-	-	0.0%	20,000	100.0%	1,049	
60061	APPAREL	0	279	926	-	-	-	-	-	-	-	1,263	
60065	EQUIPMENT/SPACE RENTAL	0	-	70,000	-	-	-	-	-	-	-	(71,200)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	25,000	
60097	OTHER PROFESSIONAL SERVICES	3,675	11,053	14,421	70,000	70,000	-	-	0.0%	70,000	100.0%	43,115	
60098	DUES & FEES	1,540	-	1,266	-	-	-	-	-	-	-	(10,376)	
61013	TEMPORARY HELP	0	-	-	500	500	-	-	0.0%	500	100.0%	(500)	
	TOTAL EXPENSES	52,709	74,147	143,387	138,400	141,950	-	(3,550)	(2.6%)	141,950	100.0%	7,676	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WINTER JUNIOR CHAMPIONSHIPS EAST/WEST Program:2050
Program Manager: Dean Ekeren
Program Description: Two Junior Championship held the second weekend after Thanksgiving.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	15	-	-	-	-	-	-	-	-	(15)	
60004	CONFERENCE CALLS	0	-	23	64	64	50	-	0.0%	14	21.9%	(137)	
60005	INTERNET SERVICE	16	13	-	-	-	-	-	-	-	-	3	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	2	
60011	FREIGHT	233	491	913	1,500	1,500	600	-	0.0%	900	60.0%	(2,449)	
60013	EXCESS BAGGAGE & TIPS	50	100	60	-	-	100	-	-	(100)	-	(210)	
60015	PRINTING AND DUPLICATION	0	440	-	-	-	-	-	-	-	-	(326)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	6,254	
60017	PERSONAL CAR MILEAGE	965	1,248	407	-	-	500	-	-	(500)	-	833	
60020	SUPPLIES	0	18	181	2,000	2,000	200	-	0.0%	1,800	90.0%	(2,398)	
60033	MEALS & ENTERTAINMENT	1,460	1,375	2,266	500	500	500	-	0.0%	-	0.0%	(467)	
60034	CAR RENTAL	2,803	2,027	3,476	2,550	2,550	1,800	-	0.0%	750	29.4%	(7,049)	
60035	CAR RENTAL-GAS	22	55	310	8,000	-	-	8,000	100.0%	-	-	(343)	
60036	OTHER LODGING	0	-	8,742	-	-	-	-	-	-	-	(8,742)	
													Budgeting 15 trips (National Events Director (1), National Events Manager (2), Referee (4), Announcers (2), Admin (2), Judge (2), Starter (2))
60040	AIRFARE	4,914	5,579	3,052	-	8,000	7,500	(8,000)	-	500	6.3%	(3,337)	
60041	GROUND TRANSPORTATION	757	863	522	-	-	-	-	-	-	-	709	
													Budgeting 15 trips (National Events Director (1), National Events Manager (2), Referee (4), Announcers (2), Admin (2), Judge (2), Starter (2))
60042	LODGING	8,818	10,914	1,428	12,580	12,580	7,955	-	0.0%	4,625	36.8%	(744)	
60043	PER DIEM	1,488	1,451	1,753	3,306	3,306	2,451	-	0.0%	855	25.9%	(4,684)	
60044	HOSPITALITY	0	-	-	1,600	1,600	1,600	-	0.0%	-	0.0%	(3,200)	includes officials dinner
60055	AWARDS	10,583	12,151	11,918	15,000	15,000	15,000	-	0.0%	-	0.0%	(20,630)	
60059	MEET RIGHTS FEES	40,000	40,000	40,000	40,000	40,000	40,000	-	0.0%	-	0.0%	(50,000)	\$20,000 paid to host per event.
60060	GEAR/EQUIPMENT/SIGNAGE	10,320	43,921	25,101	32,400	32,400	40,000	-	0.0%	(7,600)	(23.5%)	(122,438)	
60061	APPAREL	0	360	696	-	-	-	-	-	-	-	(1,055)	
60065	EQUIPMENT/SPACE RENTAL	0	-	2,554	-	-	-	-	-	-	-	(2,554)	
60097	OTHER PROFESSIONAL SERVICES	7,000	27,940	10,737	20,000	25,000	20,000	(5,000)	(25.0%)	5,000	20.0%	(70,355)	HyTek and Rigging
60098	DUES & FEES	1,540	(1,000)	(4,000)	-	-	-	-	-	-	-	6,540	
	TOTAL EXPENSES	90,968	147,960	110,138	139,500	144,500	138,256	(5,000)	(3.6%)	6,244	4.3%	(286,792)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FINA JR WORLD CHAMPIONSHIPS Program:2055
Program Manager: Mike Unger/Dean Ekeren
Program Description: FINA Jr. World Championships held in Indianapolis, IN August 23-28, 2017

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	729	-	-	-	-	-	-	-	-	(729)	
60004	CONFERENCE CALLS	22	104	-	-	-	-	-	-	-	-	(82)	
60005	INTERNET SERVICE	3	5	-	-	-	-	-	-	-	-	(2)	
60011	FREIGHT	32	5,770	-	-	-	-	-	-	-	-	(5,738)	
60013	EXCESS BAGGAGE & TIPS	50	280	-	-	-	-	-	-	-	-	(230)	
60015	PRINTING AND DUPLICATION	0	1,540	-	-	-	-	-	-	-	-	(1,540)	
60017	PERSONAL CAR MILEAGE	0	211	-	-	-	-	-	-	-	-	(211)	
60020	SUPPLIES	0	4,262	-	-	-	-	-	-	-	-	(4,262)	
60021	OTHER VIK	0	7,000	-	-	-	-	-	-	-	-	(7,000)	
60033	MEALS & ENTERTAINMENT	0	11,393	-	-	-	-	-	-	-	-	(11,393)	
60035	CAR RENTAL-GAS	0	728	-	-	-	-	-	-	-	-	(728)	
60039	AIRFARE - VIK	0	29,901	-	-	-	-	-	-	-	-	(29,901)	
60040	AIRFARE	0	14,022	-	-	-	-	-	-	-	-	(14,022)	
60041	GROUND TRANSPORTATION	301	84,015	-	-	-	-	-	-	-	-	(83,715)	
60042	LODGING	403	193,006	-	-	-	-	-	-	-	-	(192,603)	
60043	PER DIEM	192	18,511	-	-	-	-	-	-	-	-	(18,319)	
60044	HOSPITALITY	0	67,086	-	-	-	-	-	-	-	-	(67,086)	
60046	LAUNDRY SERVICES	0	169	-	-	-	-	-	-	-	-	(169)	
60049	HONORARIA - ATHLETES	0	5,000	-	-	-	-	-	-	-	-	(5,000)	
60055	AWARDS	0	11,625	-	-	-	-	-	-	-	-	(11,625)	
60056	PROTOCOL/GIFTS	0	33,481	-	-	-	-	-	-	-	-	(33,481)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	9,580	-	-	-	-	-	-	-	-	(9,580)	
60061	APPAREL	0	1,310	-	-	-	-	-	-	-	-	(1,310)	
60065	EQUIPMENT/SPACE RENTAL	0	99,909	-	-	-	-	-	-	-	-	(99,909)	
60067	EVENT - VENUE	0	301,845	-	-	-	-	-	-	-	-	(301,845)	
60071	TELEVISION/VIDEO PRODUCTION	0	189,636	-	-	-	-	-	-	-	-	(189,636)	
60087	CREDIT CARD FEES	0	172	-	-	-	-	-	-	-	-	(172)	
60096	INSURANCE	0	11,090	-	-	-	-	-	-	-	-	(11,090)	
60097	OTHER PROFESSIONAL SERVICES	0	122,976	-	-	-	-	-	-	-	-	(122,976)	
60098	DUES & FEES	0	35,000	-	-	-	-	-	-	-	-	(35,000)	
	TOTAL EXPENSES	1,002	1,260,358	-	-	-	-	-	-	-	-	(1,259,356)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER CHAMPIONSHIPS Program:2069
Program Manager: Dean Ekeren
Program Description: Open Water Championships held each Spring

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	66	-	-	-	-	-	-	-	-	(59)	
60005	INTERNET SERVICE	0	5	-	-	-	-	-	-	-	-	(5)	
60011	FREIGHT	598	434	284	753	753	500	-	0.0%	253	33.6%	3,171	
60013	EXCESS BAGGAGE & TIPS	0	120	-	-	-	100	-	-	(100)	-	(220)	
60015	PRINTING AND DUPLICATION	0	-	145	-	-	-	-	-	-	-	(18)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,931	
60017	PERSONAL CAR MILEAGE	606	-	124	-	-	-	-	-	-	-	1,255	
60020	SUPPLIES	11	407	783	1,000	1,000	1,000	-	0.0%	-	0.0%	(3,180)	
60033	MEALS & ENTERTAINMENT	0	427	-	500	500	200	-	0.0%	300	60.0%	(375)	
60034	CAR RENTAL	432	1,155	305	1,650	1,650	1,650	-	0.0%	-	0.0%	(4,328)	
60035	CAR RENTAL-GAS	5	169	-	-	-	-	-	-	-	-	(164)	
60036	OTHER LODGING	0	-	2,793	-	-	-	-	-	-	-	(2,793)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,001	
													Budgeting 10 trips (National Events Director (2), National Events Manager (2), Referee (2), Announcers (2), Admin (2))
60040	AIRFARE	3,756	2,740	3,430	5,000	5,000	5,000	-	0.0%	-	0.0%	329	
60041	GROUND TRANSPORTATION	139	413	399	-	-	-	-	-	-	-	860	
													Budgeting 10 trips (National Events Director (2), National Events Manager (2), Referee (2), Announcers (2), Admin (2))
60042	LODGING	2,919	4,942	2,116	7,030	7,030	7,030	-	0.0%	-	0.0%	(7,685)	
60043	PER DIEM	559	887	1,364	1,767	1,767	2,337	-	0.0%	(570)	(32.3%)	(3,290)	
60044	HOSPITALITY	0	-	-	800	800	800	-	0.0%	-	0.0%	(1,600)	
60055	AWARDS	3,802	1,426	3,545	2,000	2,000	2,500	-	0.0%	(500)	(25.0%)	(3,888)	
60059	MEET RIGHTS FEES	15,000	20,000	25,000	20,000	30,000	25,000	(10,000)	(50.0%)	5,000	16.7%	(40,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	6,070	46,058	7,447	20,000	12,000	20,000	8,000	40.0%	(8,000)	(66.7%)	(46,684)	
60061	APPAREL	0	313	-	1,000	1,000	1,000	-	0.0%	-	0.0%	237	
60065	EQUIPMENT/SPACE RENTAL	13,578	-	-	5,000	5,000	-	-	0.0%	5,000	100.0%	8,778	
60070	CAMERA, PHOTO, VIDEO	0	-	2,831	-	-	-	-	-	-	-	(2,831)	
60097	OTHER PROFESSIONAL SERVICES	32,923	12,479	23,050	35,000	17,000	35,000	18,000	51.4%	(18,000)	(105.9%)	(10,758)	Timing \$20,000, Dock \$10,000, Misc \$5,000.
60098	DUES & FEES	0	-	3,900	-	-	-	-	-	-	-	(3,891)	
	TOTAL EXPENSES	80,398	92,042	77,516	101,500	85,500	102,117	16,000	15.8%	(16,617)	(19.4%)	(112,206)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FINA CHAMPIONSHIP SERIES Program:2072
Program Manager: Dean Ekeren
Program Description: N/A in 2020 Quad - Placeholder for potential future use.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %	(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %	(Increase) Decrease over 2016 Quad	Comments
SECTION 2:	EXPENSES:										

SECTION 1:

USA Swimming 2020 Program Budget Proposal
BAG TAGS VIK Program:2076
Program Manager: Dean Ekeren
Program Description: Credential VIK for all championships

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	58	2,175	175	-	-	-	-	-	-	-	(2,292)	
60021	OTHER VIK	15,000	15,000	15,000	10,000	10,000	10,000	-	0.0%	-	0.0%	10,000	
60060	GEAR/EQUIPMENT/SIGNAGE	84	-	1,452	-	-	-	-	-	-	-	371	
	TOTAL EXPENSES	15,142	17,175	16,627	10,000	10,000	10,000	-	0.0%	-	0.0%	8,079	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL EVENTS UNIFORMING (VIK) Program:2077
Program Manager: Dean Ekeren
Program Description: VIK uniforming at national meets.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60061	APPAREL	0	-	447	-	-	-	-	-	-	-	(447)	
60062	APPAREL - VIK	42,038	31,500	47,551	40,000	40,000	40,000	-	0.0%	-	0.0%	(53,032)	
	TOTAL EXPENSES	42,038	31,500	47,998	40,000	40,000	40,000	-	0.0%	-	0.0%	(53,479)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB MARKETING & EVENT MANAGEMENT SYMPOSIUM Program:2092
Program Manager: Dean Ekeren
Program Description: Annual Event Management Symposium (as needed)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	11	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	1	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	190	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	302	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	504	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OMEGA TIMING SYSTEMS VIK Program:2716
Program Manager: Dean Ekeren
Program Description: Timing equipment and services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60011	FREIGHT	0	434	-	-	-	-	-	-	-	(434)		
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	2,026		
60034	CAR RENTAL	0	2,653	-	-	-	-	-	-	-	(2,653)		
60035	CAR RENTAL-GAS	0	125	-	-	-	-	-	-	-	(125)		
60041	GROUND TRANSPORTATION	0	554	-	-	-	-	-	-	-	(481)		
60042	LODGING	0	22,164	-	-	-	-	-	-	-	(8,029)		
60043	PER DIEM	0	10,920	-	-	-	-	-	-	-	(6,000)		
60073	TIMING SYSTEM - VIK	400,000	400,000	400,000	320,000	400,000	400,000	(80,000)	(25.0%)	-	0.0%	(80,000)	Agrees to the related revenue that recognized each year.
60097	OTHER PROFESSIONAL SERVICES	2,500	-	-	-	-	-	-	-	-	-	2,500	
	TOTAL EXPENSES	402,500	436,850	400,000	320,000	400,000	400,000	(80,000)	(25.0%)	-	0.0%	(93,196)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBER DUES AND SERVICES Program:2411
Program Manager: Cathy Durance

Program Description: Expenses related to registration - printing, artwork and shipping of the annual demographics report; travel costs to support training for new LSC registrars, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	10	-	-	-	-	-	-	-	32	
60004	CONFERENCE CALLS	0	-	8	-	-	-	-	-	-	-	(8)	
60006	OTHER COMMUNICATIONS COST	377	379	784	378	378	400	-	0.0%	(22)	(5.8%)	(494)	
60010	POSTAGE	1,074	1,037	1,076	1,500	500	200	1,000	66.7%	300	60.0%	117,898	
60011	FREIGHT	214	314	134	400	400	500	-	0.0%	(100)	(25.0%)	1,175	
													In 2020 demographics report will be online only
60015	PRINTING AND DUPLICATION	11,537	2,851	3,959	5,000	2,500	200	2,500	50.0%	2,300	92.0%	157,294	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	164	
60017	PERSONAL CAR MILEAGE	0	122	161	200	200	200	-	0.0%	-	0.0%	(491)	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	314	
60020	SUPPLIES	2,014	-	492	1,500	500	500	1,000	66.7%	-	0.0%	1,332	
60033	MEALS & ENTERTAINMENT	418	145	125	500	500	300	-	0.0%	200	40.0%	440	
60034	CAR RENTAL	0	-	209	450	450	300	-	0.0%	150	33.3%	(959)	airfare, hotel, etc is to provide emergency funding to LSCs when a registrar resigns or is fired; the funding provides for USA Swimming to send another LSC registrar or staff member to train the new registrar
60040	AIRFARE	0	1,032	-	2,500	1,000	2,000	1,500	60.0%	(1,000)	(100.0%)	(2,703)	
60041	GROUND TRANSPORTATION	0	138	22	100	100	100	-	0.0%	-	0.0%	(313)	
													Budgeting 4 trips (travel is to provide emergency funding to LSCs when a registrar resigns or is fired; the funding provides for USA Swimming to send another LSC registrar or staff member to train the new registrar.)
60042	LODGING	0	501	268	2,960	480	1,480	2,480	83.8%	(1,000)	(208.3%)	(2,393)	
60043	PER DIEM	0	307	148	912	456	456	456	50.0%	-	0.0%	(1,128)	
60056	PROTOCOL/GIFTS	3,125	-	476	1,000	500	1,000	500	50.0%	(500)	(100.0%)	3,235	
60061	APPAREL	0	-	-	500	-	500	500	100.0%	(500)	-	(167)	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	500	
60065	EQUIPMENT/SPACE RENTAL	0	-	70	-	-	-	-	-	-	-	(70)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	949	
													Annual demographics report has been sent to outside vendors by our graphics staff for the past two years.
60085	GRAPHICS/ART WORK	0	925	-	400	400	1,000	-	0.0%	(600)	(150.0%)	(2,325)	
60087	CREDIT CARD FEES	0	91	69	-	-	-	-	-	-	-	(161)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	1,652	
61013	TEMPORARY HELP	0	-	-	-	-	-	-	-	-	-	360	
TOTAL EXPENSES		18,759	7,841	8,010	18,300	8,364	9,136	9,936	54.3%	(772)	(9.2%)	274,135	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TECHNOLOGY PROJECTS Program:2412
Program Manager: Mike Unger
Program Description: Support for various IT projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60090	DEPRECIATION & AMORTIZATION	7,486	563	-	-	-	-	-	-	-	-	104,315	
60097	OTHER PROFESSIONAL SERVICES	0	-	25,000	12,500	500	25,000	12,000	96.0%	(24,500)	(4900.0%)	(39,329)	Times, Swims, etc.
	TOTAL EXPENSES	7,486	563	25,000	12,500	500	25,000	12,000	96.0%	(24,500)	(4900.0%)	64,987	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SWIMS 2.0 Program:2418
Program Manager: John Burbidge
Program Description: SWIMS Technology Upgrades and depreciation on those capital projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60090	EXPENSES:												
	DEPRECIATION & AMORTIZATION	69,768	62,357	111,939	160,000	168,600	189,500	(8,600)	(5.4%)	(20,900)	(12.4%)	(367,604)	
	TOTAL EXPENSES	69,768	62,357	111,939	160,000	168,600	189,500	(8,600)	(5.4%)	(20,900)	(12.4%)	(367,604)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBERSHIP DIRECTORY Program:2421
Program Manager: Denise Thomas
Program Description: Printing of annual membership directory listing LSC boards and national committees.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	5,406	1,073	-	-	-	-	-	-	-	-	14,879	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	14	
60015	PRINTING AND DUPLICATION	4,019	4,520	-	-	-	-	-	-	-	-	11,668	
	TOTAL EXPENSES	9,426	5,593	-	-	-	-	-	-	-	-	26,561	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
RULEBOOK Program:2423
Program Manager: Denise Thomas
Program Description: Printing and distribution of the annual rulebook, a non-athlete membership benefit.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	200	200	200	-	0.0%	-	0.0%	(400)	
60010	POSTAGE	31,830	47,546	49,027	56,000	36,000	27,000	20,000	35.7%	9,000	25.0%	(70,713)	Postage is calculated at 62 cents per piece
60011	FREIGHT	(152)	574	1,468	600	600	600	-	0.0%	-	0.0%	(2,689)	
60015	PRINTING AND DUPLICATION	50,519	52,343	62,905	63,200	53,200	59,000	10,000	15.8%	(5,800)	(10.9%)	(35,781)	
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	100	
60097	OTHER PROFESSIONAL SERVICES	120	-	286	27,000	10,000	22,000	17,000	63.0%	(12,000)	(120.0%)	(32,166)	Insert and seal at 50 cents per book
	TOTAL EXPENSES	82,317	100,463	113,685	147,000	100,000	108,800	47,000	32.0%	(8,800)	(8.8%)	(141,648)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE LEADERSHIP SUMMIT Program:2430
Program Manager: Cathy Durance

Program Description: Funding for the national summit is based on getting approval from the USOPC to conduct it at the Olympic Training Center. We plan to have attendees fly into Denver; we will bus them to/from the OTC.
This has been BOD approved funded by reserves in years past.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60100	GRANTS	0	-	-	-	-	30,000	-	-	(30,000)	-	(30,000)	2020: Added an LSC grant program as per CEO.
	TOTAL EXPENSES	0	-	-	-	-	30,000	-	-	(30,000)	-	(30,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SWIMPOSIUM Program:2431
Program Manager: Cathy Durance

Program Description: Educational clinics in LSCs for officials, coaches, clubs, parents and athletes. Budgeting for 12 Swimposiums in 2019. Reducing to 8 Swimposiums in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	9	
60010	POSTAGE	0	-	23	-	-	-	-	-	-	-	11	
60011	FREIGHT	274	674	317	490	490	450	-	0.0%	40	8.2%	(1,014)	
60013	EXCESS BAGGAGE & TIPS	225	190	180	1,000	1,000	200	-	0.0%	800	80.0%	(1,245)	
60015	PRINTING AND DUPLICATION	0	-	448	-	-	-	-	-	-	-	(150)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	5,312	
60017	PERSONAL CAR MILEAGE	397	399	626	700	700	500	-	0.0%	200	28.6%	2,165	
60020	SUPPLIES	33	1,238	-	1,500	1,500	1,500	-	0.0%	-	0.0%	(1,823)	
60033	MEALS & ENTERTAINMENT	308	439	143	500	500	500	-	0.0%	-	0.0%	(881)	
60034	CAR RENTAL	2,355	1,546	2,017	3,600	3,600	3,000	-	0.0%	600	16.7%	(7,808)	
60035	CAR RENTAL-GAS	493	213	72	150	150	150	-	0.0%	-	0.0%	(92)	
60036	OTHER LODGING	0	-	3,786	-	-	-	-	-	-	-	(3,786)	
60038	OTHER AIRFARE	0	-	601	-	-	-	-	-	-	-	(601)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	6,805	
60040	AIRFARE	18,183	18,436	12,765	24,000	11,900	16,000	12,100	50.4%	(4,100)	(34.5%)	(8,942)	Budgeting 32 trips (4 travelers per event).
60041	GROUND TRANSPORTATION	976	1,065	998	1,000	1,000	1,000	-	0.0%	-	0.0%	(986)	
60042	LODGING	11,232	10,101	1,964	17,760	5,760	11,840	12,000	67.6%	(6,080)	(105.6%)	8,102	Budgeting 32 trips (4 travelers per event).
60043	PER DIEM	4,664	4,570	2,874	4,800	4,800	3,648	-	0.0%	1,152	24.0%	(717)	
60046	LAUNDRY SERVICES	2	-	-	-	-	-	-	-	-	-	2	
60049	HONORARIA - ATHLETES	36,000	41,000	3,500	42,000	42,000	28,000	-	0.0%	14,000	33.3%	(27,100)	
60050	HONORARIA	25,000	21,000	19,000	36,000	36,000	28,800	-	0.0%	7,200	20.0%	(24,050)	
60056	PROTOCOL/GIFTS	381	240	1,188	600	600	600	-	0.0%	-	0.0%	(1,770)	
60061	APPAREL	65	-	-	-	-	-	-	-	-	-	240	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	8,295	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	600	
60097	OTHER PROFESSIONAL SERVICES	(1,000)	-	33,926	-	-	-	-	-	-	-	(34,926)	
60098	DUES & FEES	(1,000)	-	-	-	-	-	-	-	-	-	(1,000)	
	TOTAL EXPENSES	98,589	101,113	84,427	134,100	110,000	96,188	24,100	18.0%	13,812	12.6%	(85,351)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE WORKSHOPS Program:2432

Program Manager: Cathy Durance, Jane Grosser, Sydney Pinello

Program Description: Two zone workshops in 2019 for LSC General Chairs, Admin Vice Chairs, Safe Sport Chairs, Officials, D&I Chairs, LSC staff. LSCs are responsible for all travel costs; USA Swimming provides two nights' housing and all meals.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	31	3	-	-	-	-	-	-	-	(34)	
60011	FREIGHT	11	330	66	300	300	300	-	0.0%	-	0.0%	(985)	
60013	EXCESS BAGGAGE & TIPS	0	350	104	100	100	400	-	0.0%	(300)	(300.0%)	(954)	
60017	PERSONAL CAR MILEAGE	0	1,478	676	1,800	1,800	800	-	0.0%	1,000	55.6%	(4,754)	
60020	SUPPLIES	418	184	121	200	200	508	-	0.0%	(308)	(154.0%)	(595)	
60033	MEALS & ENTERTAINMENT	0	758	-	-	-	-	-	-	-	-	(758)	
60034	CAR RENTAL	0	1,820	640	-	-	-	-	-	-	-	(2,460)	
60035	CAR RENTAL-GAS	0	66	48	-	-	-	-	-	-	-	(114)	
60036	OTHER LODGING	0	-	46,117	-	-	-	-	-	-	-	(46,117)	
60038	OTHER AIRFARE	0	-	311	-	-	-	-	-	-	-	(311)	
													Budgeting 17 airfare trips (staff and presenters) and 317 lodging trips (17 staff/presenters and 300 LSC reps).
60040	AIRFARE	2,436	16,168	5,313	15,000	15,000	8,500	-	0.0%	6,500	43.3%	(42,545)	
60041	GROUND TRANSPORTATION	43	1,216	885	1,000	1,000	300	-	0.0%	700	70.0%	(3,357)	
													Budgeting 17 airfare trips (staff and presenters) and 317 lodging trips (17 staff/presenters and 300 LSC reps).
60042	LODGING	16,653	99,270	9,392	111,000	106,000	117,290	5,000	4.5%	(11,290)	(10.7%)	(315,299)	
60043	PER DIEM	0	24,816	18,783	32,100	23,000	13,938	9,100	28.3%	9,062	39.4%	(80,537)	
60044	HOSPITALITY	26,876	49,061	38,860	50,000	81,000	45,000	(31,000)	(62.0%)	36,000	44.4%	(187,046)	
60050	HONORARIA	0	-	6,015	6,000	6,000	4,500	-	0.0%	1,500	25.0%	(16,515)	
60056	PROTOCOL/GIFTS	2,022	1,541	1,670	2,500	2,500	5,000	-	0.0%	(2,500)	(100.0%)	(8,689)	
60065	EQUIPMENT/SPACE RENTAL	3,334	11,011	10,048	10,000	32,000	5,500	(22,000)	(220.0%)	26,500	82.8%	(55,225)	
60087	CREDIT CARD FEES	221	-	-	-	-	-	-	-	-	-	221	
60097	OTHER PROFESSIONAL SERVICES	1,833	1,500	456	-	-	-	-	-	-	-	(123)	
60098	DUES & FEES	0	2	-	-	-	-	-	-	-	-	(2)	
	TOTAL EXPENSES	53,847	209,601	139,508	230,000	268,900	202,036	(38,900)	(16.9%)	66,864	24.9%	(766,199)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ON-LINE MEMBER SERVICES PROJECT Program:2434
Program Manager: Mike Unger/John Burbidge

Program Description: Support for development of working with third-party vendors (Team Unify, Active, Swim Connection, etc.) to improve USA Swimming's capability of accepting on-line membership registration by those third party vendors. Additionally, the budget will help support the creation and maintenance of a membership data validation service and a times validation service for work with those third parties.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	166	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	432	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	1,507	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	55	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	2,220	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	270	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	1,287	
60065	EQUIPMENT/SPACE RENTAL	0	118	249	-	-	-	-	-	-	-	576	
60090	DEPRECIATION & AMORTIZATION	0	6,296	37,777	150,000	96,500	106,500	53,500	35.7%	(10,000)	(10.4%)	(247,073)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	10,496	
	TOTAL EXPENSES	0	6,415	38,026	150,000	96,500	106,500	53,500	35.7%	(10,000)	(10.4%)	(230,064)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AWARDS Program:2498
Program Manager: Mike Unger/Dean Ekeren
Program Description: Budget for award programs such as Swimmer of the Year, USA Swimming Award, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	25	
60010	POSTAGE	420	356	77	350	350	350	-	0.0%	-	0.0%	628	
60011	FREIGHT	972	900	1,260	1,200	1,200	1,200	-	0.0%	-	0.0%	(305)	
60015	PRINTING AND DUPLICATION	272	310	-	400	400	400	-	0.0%	-	0.0%	(80)	
60017	PERSONAL CAR MILEAGE	0	-	92	-	-	-	-	-	-	-	(92)	
60020	SUPPLIES	28	31	-	100	100	100	-	0.0%	-	0.0%	310	
60033	MEALS & ENTERTAINMENT	0	-	224	-	-	-	-	-	-	-	(89)	
60034	CAR RENTAL	0	-	-	225	-	-	225	100.0%	-	-	-	
60036	OTHER LODGING	0	-	500	-	-	-	-	-	-	-	(500)	
60040	AIRFARE	1,112	100	2,958	2,500	2,000	2,000	500	20.0%	-	0.0%	1,327	
60041	GROUND TRANSPORTATION	20	-	113	-	-	-	-	-	-	-	78	
60042	LODGING	316	160	-	925	740	740	185	20.0%	-	0.0%	(199)	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	78	
60055	AWARDS	5,650	8,081	16,291	7,500	13,000	7,500	(5,500)	(73.3%)	5,500	42.3%	(6,969)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	467	
60060	GEAR/EQUIPMENT/SIGNAGE	590	-	-	-	-	-	-	-	-	-	590	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	25	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	25	
TOTAL EXPENSES		9,380	9,939	21,516	13,200	17,790	12,290	(4,590)	(34.8%)	5,500	30.9%	(4,682)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS TRAINING SESSIONS Program:2433
Program Manager: Gina Mensay
Program Description: Educational seminars for officials. The programs offered in odd years are one Referee Workshop and one LSC Officials Chairs Workshop. In even years, the Officials Chairs Workshop is replaced by an Open Water Officials Workshop.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	70	70	30	-	0.0%	40	57.1%	(100)	
60005	INTERNET SERVICE	0	-	-	200	200	200	-	0.0%	-	0.0%	-	
60010	POSTAGE	5	2	75	50	50	50	-	0.0%	-	0.0%	(69)	
60011	FREIGHT	702	374	90	700	700	200	-	0.0%	500	71.4%	1,293	
60013	EXCESS BAGGAGE & TIPS	50	-	30	200	200	150	-	0.0%	50	25.0%	(140)	
60015	PRINTING AND DUPLICATION	177	-	252	200	200	200	-	0.0%	-	0.0%	(70)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,942	
60017	PERSONAL CAR MILEAGE	153	152	222	400	400	350	-	0.0%	50	12.5%	1,005	
60020	SUPPLIES	1,648	2,834	-	3,000	3,000	3,000	-	0.0%	-	0.0%	6,867	
60033	MEALS & ENTERTAINMENT	0	(1,140)	-	300	300	500	-	0.0%	(200)	(66.7%)	6,426	
60034	CAR RENTAL	1,796	395	151	300	300	1,050	-	0.0%	(750)	(250.0%)	(100)	
60035	CAR RENTAL-GAS	18	80	3	50	50	-	-	0.0%	50	100.0%	(116)	
60036	OTHER LODGING	0	-	48,065	-	-	-	-	-	-	-	(48,065)	
60038	OTHER AIRFARE	0	-	367	-	-	-	-	-	-	-	(367)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,231	
													Budgeting 13 airfare trips (staff and presenters) and 60 lodging trips (staff, presenters, and 105 attendees for those who need it).
60040	AIRFARE	2,505	9,943	3,585	9,500	9,500	6,500	-	0.0%	3,000	31.6%	4,819	
60041	GROUND TRANSPORTATION	195	8,351	1,190	800	800	800	-	0.0%	-	0.0%	(8,956)	
													Budgeting 13 airfare trips (staff and presenters) and 60 lodging trips (staff, presenters, and 105 attendees for those who need it).
60042	LODGING	24,539	48,804	(719)	55,130	55,130	25,900	-	0.0%	29,230	53.0%	(21,039)	
60043	PER DIEM	17,930	18,695	15,302	17,100	17,100	15,675	-	0.0%	1,425	8.3%	(20,003)	
60044	HOSPITALITY	21,057	27,614	15,600	30,000	30,000	27,000	-	0.0%	3,000	10.0%	13,840	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,350	
60056	PROTOCOL/GIFTS	897	2,899	3,676	5,000	5,000	2,500	-	0.0%	2,500	50.0%	(10,638)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	2,271	-	-	-	-	-	-	-	-	(2,271)	
60061	APPAREL	38	705	-	1,000	1,000	750	-	0.0%	250	25.0%	(359)	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	1,286	
60065	EQUIPMENT/SPACE RENTAL	2,154	4,668	1,924	7,500	7,500	4,000	-	0.0%	3,500	46.7%	8,908	
60087	CREDIT CARD FEES	395	-	20	250	250	200	-	0.0%	50	20.0%	911	
60097	OTHER PROFESSIONAL SERVICES	0	660	-	250	250	-	-	0.0%	250	100.0%	(910)	
60098	DUES & FEES	0	3	-	-	-	-	-	-	-	-	(3)	
	TOTAL EXPENSES	74,258	127,311	89,834	132,000	132,000	89,055	-	0.0%	42,945	32.5%	(61,328)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS ON-LINE TESTING Program:2437
Program Manager: Gina Mensay
Program Description: Enhancements to the Officials' Online Testing Program.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	100	-	100	100	100.0%	(100)	-	(89)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	31	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	2,500	-	1,000	2,500	100.0%	(1,000)	-	(1,000)	
	TOTAL EXPENSES	0	-	-	2,600	-	1,100	2,600	100.0%	(1,100)	-	(1,058)	Looking to move to webonise or other education/testing software

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS CERTIFICATION PROGRAM Program:2438
Program Manager: Gina Mensay

Program Description: Enhancements to the Officials Tracking System. Specific upgrades determined by Officials' Committee on annual basis.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	200	200	200	-	0.0%	-	0.0%	(328)	
60097	OTHER PROFESSIONAL SERVICES	0	2,564	21,000	15,000	5,000	5,000	10,000	66.7%	-	0.0%	8,136	
	TOTAL EXPENSES	0	2,564	21,000	15,200	5,200	5,200	10,000	65.8%	-	0.0%	7,808	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS VIDEO Program:2439

Program Manager:

Program Description: Video updated in 2014, budget not expected to be used in the 2020 quad unless new education online module is developed.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	10	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	179	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	287	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	33	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	788	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	45,000	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	46,296	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS CLINIC Program:2440

Program Manager: Gina Mensay

Program Description: Regional (1) Open Water Officials Clinic for 2019 (national OW Officials Clinics budgeted in 2433 for 2020). Evaluator/Mentor Training Clinic for 2020. Mentors training only offered in even years.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	1	60	-	30	60	100.0%	(30)	-	(31)	
60011	FREIGHT	179	-	157	-	-	300	-	-	(300)	-	(277)	
60013	EXCESS BAGGAGE & TIPS	0	-	25	-	-	150	-	-	(150)	-	(175)	
60015	PRINTING AND DUPLICATION	0	-	540	-	-	500	-	-	(500)	-	(1,040)	
60017	PERSONAL CAR MILEAGE	6	-	-	-	-	50	-	-	(50)	-	(44)	
60020	SUPPLIES	0	-	18	70	-	50	70	100.0%	(50)	-	(68)	
60033	MEALS & ENTERTAINMENT	31	-	-	-	-	50	-	-	(50)	-	(19)	
60034	CAR RENTAL	99	-	-	-	-	150	-	-	(150)	-	(51)	
60036	OTHER LODGING	0	-	22,042	-	-	-	-	-	-	-	(22,042)	
60040	AIRFARE	2,478	841	2,878	500	200	2,500	300	60.0%	(2,300)	(1150.0%)	(3,941)	Budgeting 5 airfare trips (staff and presenters) and 35 lodging trips (staff, presenters, and 65 attendees for those who need it).
60041	GROUND TRANSPORTATION	135	41	348	-	-	1,200	-	-	(1,200)	-	(1,454)	
60042	LODGING	14,973	163	497	370	-	12,950	370	100.0%	(12,950)	-	1,364	Budgeting 5 airfare trips (staff and presenters) and 35 lodging trips (staff, presenters, and 65 attendees for those who need it).
60043	PER DIEM	11,784	-	6,841	-	-	7,980	-	-	(7,980)	-	(3,037)	
60044	HOSPITALITY	16,282	-	23,523	1,000	-	15,000	1,000	100.0%	(15,000)	-	(22,241)	Even years larger workshop Outside speaker for Mentors Workshop
60050	HONORARIA	0	-	1,100	-	-	2,000	-	-	(2,000)	-	(3,100)	
60056	PROTOCOL/GIFTS	974	-	1,384	-	-	2,000	-	-	(2,000)	-	(2,409)	
60065	EQUIPMENT/SPACE RENTAL	4,355	-	5,126	300	600	4,000	(300)	(100.0%)	(3,400)	(566.7%)	(5,370)	
60087	CREDIT CARD FEES	56	-	-	-	-	50	-	-	(50)	-	6	
TOTAL EXPENSES		51,355	1,045	64,479	2,300	800	48,960	1,500	65.2%	(48,160)	(6020.0%)	(63,929)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS INTERNATIONAL TRAVEL Program:2441
Program Manager: Gina Mensay

Program Description: International travel for USA Swimming officials assigned to work at international swimming competitions. FINA usually picks up a portion of our expenses for officials traveling to international FINA meets. 2019 includes World Champs, Pan Am Games, World University Games, World Cup and World Juniors. New FINA rules require officials to attend FINA clinic before being put on FINA list. 2020 will include 4 FINA

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	50	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	8	
60010	POSTAGE	14	17	-	26	26	20	-	0.0%	6	23.1%	156	
60011	FREIGHT	159	177	216	600	600	500	-	0.0%	100	16.7%	249	
60017	PERSONAL CAR MILEAGE	0	146	69	300	300	300	-	0.0%	-	0.0%	(767)	
60020	SUPPLIES	5	480	911	380	380	350	-	0.0%	30	7.9%	(770)	
60033	MEALS & ENTERTAINMENT	0	-	314	-	-	-	-	-	-	-	(314)	
60036	OTHER LODGING	0	-	2,234	-	-	-	-	-	-	-	(2,234)	
60038	OTHER AIRFARE	0	-	729	-	-	-	-	-	-	-	(729)	
													Budgeting 10 trips (OW FINA School - 4 officials, SC Worlds - 2 officials, World Cup - official, other)
60040	AIRFARE	1,748	5,814	13,589	8,000	10,000	9,900	(2,000)	(25.0%)	100	1.0%	5,478	
60041	GROUND TRANSPORTATION	34	131	128	300	300	300	-	0.0%	-	0.0%	(477)	
60042	LODGING	165	526	394	13,320	3,700	5,550	9,620	72.2%	(1,850)	(50.0%)	292	FINA does not cover lodging for clinics.
60043	PER DIEM	0	470	2,126	1,824	1,824	1,197	-	0.0%	627	34.4%	(1,408)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	2,955	
60055	AWARDS	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
													Officials take USA-S items with them to intl meets, nametags given to Olympic Trials Officials.
60056	PROTOCOL/GIFTS	1,366	1,499	-	3,000	900	3,000	2,100	70.0%	(2,100)	(233.3%)	(179)	
60061	APPAREL	354	1,505	-	2,000	2,000	2,000	-	0.0%	-	0.0%	1,078	
60062	APPAREL - VIK	0	-	869	-	-	-	-	-	-	-	417	
60097	OTHER PROFESSIONAL SERVICES	0	-	570	-	-	-	-	-	-	-	(570)	
60098	DUES & FEES	467	39	289	250	250	250	-	0.0%	-	0.0%	359	
	TOTAL EXPENSES	4,312	10,803	22,439	30,100	20,380	23,467	9,720	32.3%	(3,087)	(15.1%)	3,394	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS UNIFORMING (VIK) Program:2442
Program Manager: Gina Mensay/Cathy Durance
Program Description: VIK uniforming for officials at national meets. Moved to Events Dept in 2014.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60062	EXPENSES:												
	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	27,782	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	27,782	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS MENTORING & TRAINING Program:2450
Program Manager: Gina Mensay

Program Description: Expenses for sending N3 evaluators and open water mentors to meets as requested or needed by LSCs. 4 quarterly conference calls for LSC Officials Chairs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	474	428	544	500	-	500	500	100.0%	(500)	-	238	
60010	POSTAGE	2	43	2	68	68	50	-	0.0%	18	26.5%	(86)	
60011	FREIGHT	11	26	65	75	75	100	-	0.0%	(25)	(33.3%)	49	
60015	PRINTING AND DUPLICATION	571	-	-	64	64	100	-	0.0%	(36)	(56.3%)	412	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	70	
60017	PERSONAL CAR MILEAGE	184	-	139	250	-	300	250	100.0%	(300)	-	(255)	
60020	SUPPLIES	0	-	53	75	75	50	-	0.0%	25	33.3%	74	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	100	
60034	CAR RENTAL	0	-	-	150	100	-	50	33.3%	100	100.0%	(100)	
60040	AIRFARE	627	5	-	1,000	500	1,000	500	50.0%	(500)	(100.0%)	1,073	
60041	GROUND TRANSPORTATION	0	-	18	150	150	200	-	0.0%	(50)	(33.3%)	136	
60042	LODGING	445	-	-	740	740	740	-	0.0%	-	0.0%	(365)	
60043	PER DIEM	0	-	-	228	228	228	-	0.0%	-	0.0%	(456)	
60056	PROTOCOL/GIFTS	0	-	211	500	500	400	-	0.0%	100	20.0%	(556)	
60061	APPAREL	0	-	135	300	300	200	-	0.0%	100	33.3%	785	
60065	EQUIPMENT/SPACE RENTAL	276	-	-	200	200	200	-	0.0%	-	0.0%	637	
	TOTAL EXPENSES	2,591	502	1,167	4,300	3,000	4,068	1,300	30.2%	(1,068)	(35.6%)	1,757	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PUBLICATIONS AND VIDEO SALES Program:2501
Program Manager: Mike Unger
Program Description: Expenses for producing publications for sale.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	16	-	-	-	-	-	-	-	-	-	19	
60011	FREIGHT	6,837	2,850	2,774	5,000	5,000	5,000	-	0.0%	-	0.0%	3,657	
60015	PRINTING AND DUPLICATION	37,683	20,776	19,770	35,000	30,000	25,000	5,000	14.3%	5,000	16.7%	36,041	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	2,945	
60087	CREDIT CARD FEES	617	39	240	-	-	-	-	-	-	-	339	
68006	CONSIGNMENT EXPENSE	0	-	-	-	-	-	-	-	-	-	53,716	
	TOTAL EXPENSES	45,153	23,665	22,784	40,000	35,000	30,000	5,000	12.5%	5,000	14.3%	96,717	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MAILING SERVICE Program:2502

Program Manager: Gina Mensay

Program Description: The mailing service program provides revenue to USA Swimming through the sale of the non-athlete membership mailing lists. This budget reflects credit card fees (4% per order) charged to USA Swimming. Mailings to athletes have been discontinued. Vendors who previously bought athlete labels will purchase club or non-athlete labels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	0	
60087	CREDIT CARD FEES	483	280	158	500	500	500	-	0.0%	-	0.0%	2,261	
	TOTAL EXPENSES	483	280	158	500	500	500	-	0.0%	-	0.0%	2,262	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TRIALS HOSPITALITY Program:2505
Program Manager: Cathy Durance
Program Description: Awards Luncheon and USA Swimming Party at Olympic Trials (Site Visit in 2019)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	14	-	-	-	-	-	-	-	-	-	14	Budget includes USA Swimming Award Honor Lunch and Saturday night party for alumni, officials, and sponsors.
60011	FREIGHT	221	-	-	-	-	100	-	-	(100)	-	121	
60013	EXCESS BAGGAGE & TIPS	35	-	-	50	50	150	-	0.0%	(100)	(200.0%)	(165)	
60015	PRINTING AND DUPLICATION	568	-	-	-	-	500	-	-	(500)	-	68	
60017	PERSONAL CAR MILEAGE	336	-	-	100	100	300	-	0.0%	(200)	(200.0%)	(36)	
60020	SUPPLIES	2,970	-	-	-	-	3,500	-	-	(3,500)	-	(530)	
60033	MEALS & ENTERTAINMENT	29	-	-	-	-	-	-	-	-	-	91	
60034	CAR RENTAL	155	-	-	150	150	-	-	0.0%	150	100.0%	5	
60035	CAR RENTAL-GAS	65	-	-	-	-	-	-	-	-	-	65	
60040	AIRFARE	1,216	-	-	500	500	2,000	-	0.0%	(1,500)	(300.0%)	(935)	
60041	GROUND TRANSPORTATION	214	-	-	130	130	300	-	0.0%	(170)	(130.8%)	(216)	
60042	LODGING	4,061	-	-	370	370	5,365	-	0.0%	(4,995)	(1350.0%)	(1,274)	
60043	PER DIEM	949	-	-	114	114	1,653	-	0.0%	(1,539)	(1350.0%)	(683)	
60044	HOSPITALITY	39,378	-	-	86	86	20,000	-	0.0%	(19,914)	(23155.8%)	19,292	
60056	PROTOCOL/GIFTS	2,431	-	-	-	-	3,000	-	-	(3,000)	-	(569)	
60061	APPAREL	114	-	-	-	-	400	-	-	(400)	-	(286)	
60065	EQUIPMENT/SPACE RENTAL	3,146	-	-	-	-	3,500	-	-	(3,500)	-	(354)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	585	
	TOTAL EXPENSES	55,900	-	-	1,500	1,500	40,768	-	0.0%	(39,268)	(2617.9%)	15,190	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ALTITUDE CAMPS Program:2518

Program Manager: Mike Unger/Jennifer Thomas

Program Description: Budget for paying the USOPC for the altitude camps of our clubs. Clubs pay USA Swimming, USA Swimming pays USOPC.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	40	This budget is near a net zero budget to the overall organization. The lodging is the total amount the clubs pay USA Swimming, and the same amount that USA Swimming pays the USOPC.
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	43	
60033	MEALS & ENTERTAINMENT	550	-	-	-	-	-	-	-	-	-	1,729	
60036	OTHER LODGING	0	-	667,274	-	-	-	-	-	-	-	(667,274)	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	530	
60042	LODGING	264,042	511,791	-	300,000	575,000	300,000	(275,000)	(91.7%)	275,000	47.8%	(86,212)	
60045	TICKETS	0	16,236	-	-	-	-	-	-	-	-	(16,236)	
60056	PROTOCOL/GIFTS	0	8,113	3,988	-	-	-	-	-	-	-	(7,975)	
60062	APPAREL - VIK	5,150	-	-	-	-	-	-	-	-	-	13,770	
60065	EQUIPMENT/SPACE RENTAL	235	-	-	-	-	-	-	-	-	-	235	
60087	CREDIT CARD FEES	0	1,384	7,664	-	-	-	-	-	-	-	(8,628)	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	458	
TOTAL EXPENSES		269,977	537,523	678,926	300,000	575,000	300,000	(275,000)	(91.7%)	275,000	47.8%	(769,521)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TIMES PROJECTS Program:2519

Program Manager: Larry Herr

Program Description: Budget is mainly to pay for IT projects to enhance Times and Rankings. Specific projects in 2020: Working on enhancements to the times section of the new website. Fixes and enhancements to the times section of the SWIMS program. Request from volunteers to address items found and enhancements requested to address times items that are used in the field. We are also looking to add some enhancements to the OME system to improve the functionality that coaches and meet directors have been asking for. We also use these funds for data analytics projects. There will be some expenses that come with development related to

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
60040	AIRFARE	557	-	-	-	-	-	-	-	-	-	557	
60090	DEPRECIATION & AMORTIZATION	5,777	10,798	18,512	26,300	26,300	19,300	-	0.0%	7,000	26.6%	152,769	
60097	OTHER PROFESSIONAL SERVICES	6,273	43,570	32,729	12,500	12,500	15,000	-	0.0%	(2,500)	(20.0%)	29,608	
	TOTAL EXPENSES	12,606	54,368	51,240	38,900	38,900	34,400	-	0.0%	4,500	11.6%	182,733	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

POOL ENVIRONMENT RESEARCH & EDUCATION Program:2535

Program Manager: Dean Ekeren

Program Description: To support research and education for improved water and air quality in pool environments

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	0	-	-	20,000	-	30,000	20,000	100.0%	(30,000)	-	(30,000)	New initiative in 2020.
	TOTAL EXPENSES	0	-	-	20,000	-	30,000	20,000	100.0%	(30,000)	-	(30,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TV/WEB CAST PRODUCTION Program:2715

Program Manager: Dean Ekeren

Program Description: Broadcast of Championships, Grand Prix's and select other events.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	800	
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	4	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	3,230	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	9	
60033	MEALS & ENTERTAINMENT	0	-	95	-	-	-	-	-	-	-	(83)	
60036	OTHER LODGING	0	-	20,092	-	-	-	-	-	-	-	(20,092)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,851	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	667	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	8,694	
60065	EQUIPMENT/SPACE RENTAL	0	-	80,000	-	-	-	-	-	-	-	(30,996)	
60070	CAMERA, PHOTO, VIDEO	0	-	39,795	-	-	-	-	-	-	-	(39,795)	
60071	TELEVISION/VIDEO PRODUCTION	618,602	1,140,553	1,130,072	1,261,000	1,391,000	881,640	(130,000)	(10.3%)	509,360	36.6%	(1,660,647)	SC Nats/Toyota Open \$150,000, TPSS \$456,000, Webcasts \$275,640.
60087	CREDIT CARD FEES	60	-	-	-	-	-	-	-	-	-	120	
60097	OTHER PROFESSIONAL SERVICES	13,393	14,072	50,027	-	-	-	-	-	-	-	396,431	
60098	DUES & FEES	30	60	-	-	-	-	-	-	-	-	215	
TOTAL EXPENSES		632,085	1,154,685	1,320,082	1,261,000	1,391,000	881,640	(130,000)	(10.3%)	509,360	36.6%	(1,337,592)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
VENDINI EVENT TICKETING Program:2720
Program Manager: Mike Unger
Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	2,002	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	8,140	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	1	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	(0)	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	10,143	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CONVENTION Program:2801
Program Manager: Gina Mensay

Program Description: Annual business meeting and educational workshops for the corporation; includes staff travel, housing and per diem.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	12	17	89	1,000	1,000	500	-	0.0%	500	50.0%	13,905	
60010	POSTAGE	3	1	27	100	100	50	-	0.0%	50	50.0%	(140)	
60011	FREIGHT	4,278	2,488	3,924	4,500	4,500	2,500	-	0.0%	2,000	44.4%	(1,825)	
60013	EXCESS BAGGAGE & TIPS	675	375	420	700	700	700	-	0.0%	-	0.0%	(1,470)	
													Like AV, this was spread across divisions. Makes more sense to have one budget for convention printing and duplication.
60015	PRINTING AND DUPLICATION	304	200	3,740	350	350	2,000	-	0.0%	(1,650)	(471.4%)	(5,266)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,805	
60017	PERSONAL CAR MILEAGE	691	258	1,024	1,100	1,100	1,200	-	0.0%	(100)	(9.1%)	(954)	
60020	SUPPLIES	369	501	341	453	453	480	-	0.0%	(27)	(6.0%)	167	
60033	MEALS & ENTERTAINMENT	49	151	-	225	225	250	-	0.0%	(25)	(11.1%)	111	
60034	CAR RENTAL	0	492	347	600	600	338	-	0.0%	263	43.8%	(1,777)	
60035	CAR RENTAL-GAS	0	23	44	-	-	-	-	-	-	-	(67)	
60036	OTHER LODGING	0	-	22,540	-	-	-	-	-	-	-	(22,540)	
60038	OTHER AIRFARE	0	-	25	-	-	-	-	-	-	-	(25)	
60039	AIRFARE - VIK	0	264	-	-	-	-	-	-	-	-	602	
													Budgeting 52 trips (50 staff, 1 keynote speaker, 1 staff site visit)
60040	AIRFARE	15,368	12,794	19,716	24,000	24,500	26,000	(500)	(2.1%)	(1,500)	(6.1%)	(20,272)	
60041	GROUND TRANSPORTATION	2,507	3,081	2,978	3,100	3,100	3,200	-	0.0%	(100)	(3.2%)	(1,232)	
													Budgeting 52 trips (50 staff, 1 keynote speaker, 1 staff site visit)
60042	LODGING	27,563	29,321	5,708	35,335	35,705	23,865	(370)	(1.0%)	11,840	33.2%	20,629	
60043	PER DIEM	8,820	7,916	8,706	10,887	10,887	7,239	-	0.0%	3,648	33.5%	(531)	
60044	HOSPITALITY	4,494	3,621	5,041	4,500	4,500	4,500	-	0.0%	-	0.0%	(2,708)	
60050	HONORARIA	0	-	-	-	7,500	2,500	(7,500)	-	5,000	66.7%	(10,000)	Keynote speaker
60056	PROTOCOL/GIFTS	0	-	-	700	700	700	-	0.0%	-	0.0%	(70)	
													In past, each division had to budget for their individual AV costs for workshops/meetings at convention. But they have no control over the cost because AV is charged to the room, by the day. As of 2019 one AV budget for convention will be used instead of spreading out over divisions.
60065	EQUIPMENT/SPACE RENTAL	11,727	17,063	10,292	15,000	15,000	30,000	-	0.0%	(15,000)	(100.0%)	(42,951)	
60070	CAMERA, PHOTO, VIDEO	0	734	911	-	-	-	-	-	-	-	(1,645)	
60080	SUBSCRIPTIONS	0	-	500	-	-	-	-	-	-	-	(500)	
60087	CREDIT CARD FEES	0	-	22	-	-	-	-	-	-	-	(22)	
60097	OTHER PROFESSIONAL SERVICES	851	-	5,100	1,200	1,200	1,000	-	0.0%	200	16.7%	(5,013)	
60098	DUES & FEES	8,580	7,470	7,395	8,750	8,750	3,500	-	0.0%	5,250	60.0%	1,260	USAS registration costs
	TOTAL EXPENSES	86,289	86,771	98,890	112,500	120,870	110,522	(8,370)	(7.4%)	10,349	8.6%	(80,530)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CONVENTION - ATHLETES Program:2802
Program Manager: Gina Mensay

Program Description: Expenses to fund national athlete and athlete at-large delegates to the convention; AEC Convention Coordinator attends site visit as well.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	5	
60005	INTERNET SERVICE	0	-	-	549	549	500	-	0.0%	49	8.9%	951	
60010	POSTAGE	0	76	47	50	50	50	-	0.0%	-	0.0%	(176)	
60011	FREIGHT	40	90	357	200	200	100	-	0.0%	100	50.0%	(621)	
60013	EXCESS BAGGAGE & TIPS	300	445	365	350	350	400	-	0.0%	(50)	(14.3%)	(1,260)	
60015	PRINTING AND DUPLICATION	483	1,369	1,093	1,000	1,000	500	-	0.0%	500	50.0%	(1,818)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,569	
60017	PERSONAL CAR MILEAGE	536	17	109	500	500	500	-	0.0%	-	0.0%	(202)	
60020	SUPPLIES	73	744	274	500	500	500	-	0.0%	-	0.0%	(1,172)	
60033	MEALS & ENTERTAINMENT	104	398	-	300	300	300	-	0.0%	-	0.0%	1,187	
60034	CAR RENTAL	943	435	-	750	750	300	-	0.0%	450	60.0%	(543)	
60035	CAR RENTAL-GAS	9	12	-	-	-	-	-	-	-	-	(4)	
60036	OTHER LODGING	0	-	14,583	-	-	-	-	-	-	-	(14,583)	
60038	OTHER AIRFARE	0	-	793	-	-	-	-	-	-	-	(793)	
60039	AIRFARE - VIK	0	3,876	-	-	-	-	-	-	-	-	(3,515)	
60040	AIRFARE	13,290	10,055	14,890	28,000	23,000	25,500	5,000	17.9%	(2,500)	(10.9%)	1,557	Budgeting 51 airfare trips and 26 lodging trips (double occupancy).
60041	GROUND TRANSPORTATION	4,938	1,892	7,419	5,200	5,200	5,500	-	0.0%	(300)	(5.8%)	(3,235)	
60042	LODGING	19,281	18,745	-	26,455	11,455	9,620	15,000	56.7%	1,835	16.0%	36,083	Budgeting 51 airfare trips and 26 lodging trips (double occupancy).
60043	PER DIEM	11,511	9,295	7,780	15,846	15,846	7,239	-	0.0%	8,607	54.3%	4,397	
60044	HOSPITALITY	30,358	43,217	26,310	30,000	30,000	20,000	-	0.0%	10,000	33.3%	(35,336)	Breakfasts and snacks for 120 athletes each day
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	125	
60060	GEAR/EQUIPMENT/SIGNAGE	0	488	-	-	-	-	-	-	-	-	(488)	
60065	EQUIPMENT/SPACE RENTAL	3,806	3,909	4,908	8,000	8,000	1,500	-	0.0%	6,500	81.3%	2,790	
60070	CAMERA, PHOTO, VIDEO	0	183	134	500	500	-	-	0.0%	500	100.0%	(139)	
60097	OTHER PROFESSIONAL SERVICES	135	-	21,376	-	-	500	-	-	(500)	-	(21,741)	
60098	DUES & FEES	8,135	6,930	6,800	10,000	10,000	5,000	-	0.0%	5,000	50.0%	5,925	USAS registration
TOTAL EXPENSES		93,941	102,175	107,240	128,200	108,200	78,009	20,000	15.6%	30,191	27.9%	(30,037)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
REGISTRATION / MEMBERSHIP Program:2825
Program Manager: Cathy Durance

Program Description: Committee is responsible for overseeing the LSC registration/membership policies & procedures; they meet once a year outside of convention. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	250	-	-	(250)	-	(236)	
60010	POSTAGE	0	-	2	-	-	-	-	-	-	-	4	
60011	FREIGHT	18	-	-	-	-	-	-	-	-	-	36	
60013	EXCESS BAGGAGE & TIPS	0	50	50	200	200	-	-	0.0%	200	100.0%	(300)	
60015	PRINTING AND DUPLICATION	39	17	-	-	-	-	-	-	-	-	61	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	504	
60017	PERSONAL CAR MILEAGE	405	892	587	742	742	-	-	0.0%	742	100.0%	(1,310)	
60033	MEALS & ENTERTAINMENT	813	-	832	900	900	-	-	0.0%	900	100.0%	492	
60034	CAR RENTAL	205	564	565	300	300	-	-	0.0%	300	100.0%	(1,225)	
60035	CAR RENTAL-GAS	13	12	24	50	50	-	-	0.0%	50	100.0%	(72)	
60036	OTHER LODGING	0	-	4,022	-	-	-	-	-	-	-	(4,022)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	905	
60040	AIRFARE	5,071	4,361	5,978	6,000	4,300	-	1,700	28.3%	4,300	100.0%	2,244	
60041	GROUND TRANSPORTATION	436	79	368	400	400	-	-	0.0%	400	100.0%	151	
60042	LODGING	3,923	3,733	388	4,440	4,440	-	-	0.0%	4,440	100.0%	4,938	
60043	PER DIEM	1,529	1,525	1,111	1,368	1,368	-	-	0.0%	1,368	100.0%	1,695	
60044	HOSPITALITY	861	552	742	800	800	-	-	0.0%	800	100.0%	5,609	
60056	PROTOCOL/GIFTS	70	-	-	-	-	-	-	-	-	-	70	
60065	EQUIPMENT/SPACE RENTAL	1,453	625	1,178	1,000	1,000	-	-	0.0%	1,000	100.0%	3,439	
60087	CREDIT CARD FEES	7	-	12	-	-	-	-	-	-	-	47	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
TOTAL EXPENSES		14,841	12,411	15,933	16,200	14,500	500	1,700	10.5%	14,000	96.6%	12,705	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AWARDS Program:2832
Program Manager: Mike Unger/Dean Ekeren
Program Description: Meeting done at convention. Administrative budget.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
60010	POSTAGE	0	-	458	100	100	100	-	0.0%	-	0.0%	(658)	
60011	FREIGHT	0	-	57	-	-	-	-	-	-	-	(27)	
60015	PRINTING AND DUPLICATION	0	-	283	-	-	-	-	-	-	-	(283)	
60020	SUPPLIES	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
60055	AWARDS	0	-	140	-	-	-	-	-	-	-	(140)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	1,122	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	(75)	
60098	DUES & FEES	0	-	-	-	80	-	(80)	-	80	100.0%	(80)	
	TOTAL EXPENSES	0	-	1,013	300	380	300	(80)	(26.7%)	80	21.1%	(541)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CREDENTIALS / ELECTIONS Program:2835
Program Manager: Denise Thomas & Cathy Durance

Program Description: Committee is responsible for issuing voting credentials and conducting national elections at the annual convention. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	250	-	-	(250)	-	(250)	
60011	FREIGHT	273	191	267	200	200	-	-	0.0%	200	100.0%	29	
60015	PRINTING AND DUPLICATION	572	196	258	500	500	-	-	0.0%	500	100.0%	164	
60020	SUPPLIES	201	-	280	200	200	-	-	0.0%	200	100.0%	126	
60033	MEALS & ENTERTAINMENT	0	31	-	-	-	-	-	-	-	-	63	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	79	
60044	HOSPITALITY	1,861	1,184	1,001	1,800	1,800	-	-	0.0%	1,800	100.0%	483	
60065	EQUIPMENT/SPACE RENTAL	391	351	787	300	300	-	-	0.0%	300	100.0%	(542)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	250	-	-	(250)	-	(325)	
	TOTAL EXPENSES	3,298	1,952	2,667	3,000	3,000	500	-	0.0%	2,500	83.3%	(173)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
RULES AND REGULATIONS Program:2836
Program Manager: Cathy Durance

Program Description: Expenses for the Rules and Regulations Committee, which includes one meeting in June and two sessions at convention.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	250	-	-	(250)	-	(184)	
60005	INTERNET SERVICE	0	32	8	-	-	-	-	-	-	-	(40)	
60010	POSTAGE	0	6	-	-	-	-	-	-	-	-	43	
60011	FREIGHT	0	11	-	-	-	-	-	-	-	-	88	
60013	EXCESS BAGGAGE & TIPS	0	200	175	300	300	-	-	0.0%	300	100.0%	(621)	
60015	PRINTING AND DUPLICATION	1,289	2,429	330	2,500	-	-	2,500	100.0%	-	-	2,992	
60017	PERSONAL CAR MILEAGE	461	215	448	500	200	-	300	60.0%	200	100.0%	225	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	23	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	1,200	-	-	(1,200)	-	(889)	
60034	CAR RENTAL	0	-	260	-	-	-	-	-	-	-	(260)	
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	(21)	
60036	OTHER LODGING	0	-	5,379	-	-	-	-	-	-	-	(5,379)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,959	
60040	AIRFARE	10,992	13,498	9,178	12,500	9,500	10,000	3,000	24.0%	(500)	(5.3%)	832	Budgeting 20 airfare trips and 13 lodging trips in 2020 (some double occupancy).
60041	GROUND TRANSPORTATION	929	711	1,010	800	800	-	-	0.0%	800	100.0%	(278)	
60042	LODGING	5,793	9,249	403	5,550	6,000	4,810	(450)	(8.1%)	1,190	19.8%	6,620	Budgeting 20 airfare trips and 13 lodging trips in 2020 (some double occupancy).
60043	PER DIEM	3,943	3,455	2,602	2,850	1,800	2,280	1,050	36.8%	(480)	(26.7%)	1,150	
60044	HOSPITALITY	4,275	3,969	4,761	4,800	3,200	-	1,600	33.3%	3,200	100.0%	7,722	
60056	PROTOCOL/GIFTS	0	-	-	-	-	250	-	-	(250)	-	(187)	
60065	EQUIPMENT/SPACE RENTAL	1,223	3,326	1,246	2,000	500	700	1,500	75.0%	(200)	(40.0%)	(840)	
60087	CREDIT CARD FEES	48	-	-	-	-	-	-	-	-	-	155	
60098	DUES & FEES	0	140	-	-	-	-	-	-	-	-	(140)	
	TOTAL EXPENSES	28,953	37,241	25,822	31,800	22,300	19,490	9,500	29.9%	2,810	12.6%	13,971	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TIMES & RECOGNITION COMMITTEE Program:2857
Program Manager: Larry Herr

Program Description: Expense is for certificates, mailing, printing and copying for Times recognition projects. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	855	697	1,184	550	550	-	-	0.0%	550	100.0%	367	
60004	CONFERENCE CALLS	35	0	8	50	50	250	-	0.0%	(200)	(400.0%)	(83)	
60010	POSTAGE	3,888	3,982	6,156	4,500	4,500	-	-	0.0%	4,500	100.0%	2,512	
60011	FREIGHT	3,129	3,691	2,638	2,700	2,700	-	-	0.0%	2,700	100.0%	2,023	
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	(50)	
60015	PRINTING AND DUPLICATION	4,004	4,687	2,972	5,000	5,000	-	-	0.0%	5,000	100.0%	4,590	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	507	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	647	
60020	SUPPLIES	1,903	651	1,195	3,000	3,000	-	-	0.0%	3,000	100.0%	4,749	
60033	MEALS & ENTERTAINMENT	86	-	20	-	-	-	-	-	-	-	335	
60040	AIRFARE	329	-	-	-	-	-	-	-	-	-	1,413	
60041	GROUND TRANSPORTATION	38	82	-	-	-	-	-	-	-	-	200	
60042	LODGING	0	656	-	-	-	-	-	-	-	-	5,599	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	106	
60055	AWARDS	5,621	1,187	4,414	7,000	2,000	-	5,000	71.4%	2,000	100.0%	6,720	
60056	PROTOCOL/GIFTS	281	-	1,555	-	-	250	-	-	(250)	-	351	
60061	APPAREL	485	-	-	-	-	-	-	-	-	-	485	
60065	EQUIPMENT/SPACE RENTAL	487	117	364	200	200	-	-	0.0%	200	100.0%	1,358	
60080	SUBSCRIPTIONS	0	136	-	-	-	-	-	-	-	-	(77)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	(75)	
TOTAL EXPENSES		21,140	15,935	20,581	23,000	18,000	500	5,000	21.7%	17,500	97.2%	31,679	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PROGRAMS & EVENTS COMMITTEE Program:2860
Program Manager: Dean Ekeren

Program Description: Committee title changed to Events & Programs in 2019. Members get together by phone 4-6 times/yr, and in-person at events 1-2 times/year. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	250	-	-	(250)	-	(250)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	250	-	-	(250)	-	(250)	
	TOTAL EXPENSES	0	-	-	-	-	500	-	-	(500)	-	(500)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CHAMPIONSHIP EVALUATION COMMITTEE Program:2862
Program Manager: Dean Ekeren

Program Description: Committee title changed to Events & Programs in 2019. Members get together by phone 4-6 times/yr, and in-person at events 1-2 times/year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	23	31	-	540	1,000	-	(460)	(85.2%)	1,000	100.0%	(850)	
60010	POSTAGE	19	-	-	-	-	-	-	-	-	-	25	
60011	FREIGHT	0	14	-	-	-	-	-	-	-	-	(14)	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	500	
60034	CAR RENTAL	0	-	-	1,200	-	-	1,200	100.0%	-	-	-	
60040	AIRFARE	0	250	-	10,000	-	-	10,000	100.0%	-	-	533	
60042	LODGING	500	1,750	-	11,100	-	-	11,100	100.0%	-	-	159	
60043	PER DIEM	0	-	-	4,560	-	-	4,560	100.0%	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	101	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	500	
	TOTAL EXPENSES	542	2,045	-	27,400	1,000	-	26,400	96.4%	1,000	100.0%	952	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETES EXECUTIVE COMMITTEE Program:2887
Program Manager: Cathy Durance

Program Description: Operating budget for the Athletes Executive Committee; includes one committee meeting, one retreat due to reorganization, AEC Chair travel (4/year), and 1 athlete rep to attend the 2020 zone workshops. Budgeting virtual meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	100	
60004	CONFERENCE CALLS	0	16	-	-	-	250	-	-	(250)	-	287	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	464	
60013	EXCESS BAGGAGE & TIPS	0	100	195	100	100	-	-	0.0%	100	100.0%	(395)	
60015	PRINTING AND DUPLICATION	250	-	-	-	-	-	-	-	-	-	884	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,194	
60017	PERSONAL CAR MILEAGE	0	12	32	100	100	-	-	0.0%	100	100.0%	(144)	
60030	SOFTWARE	0	-	200	-	-	-	-	-	-	-	(200)	
60033	MEALS & ENTERTAINMENT	0	38	-	-	-	-	-	-	-	-	332	
60034	CAR RENTAL	0	1,009	378	1,200	1,200	-	-	0.0%	1,200	100.0%	(2,587)	
60035	CAR RENTAL-GAS	0	84	-	100	100	-	-	0.0%	100	100.0%	(184)	
60036	OTHER LODGING	0	-	4,472	-	-	-	-	-	-	-	(4,472)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	435	
60040	AIRFARE	5,849	8,164	9,560	12,000	6,000	-	6,000	50.0%	6,000	100.0%	(12,485)	
60041	GROUND TRANSPORTATION	38	330	375	384	384	-	-	0.0%	384	100.0%	(787)	
60042	LODGING	1,192	2,227	-	8,880	4,880	-	4,000	45.0%	4,880	100.0%	(2,037)	
60043	PER DIEM	0	1,272	2,900	2,736	2,736	-	-	0.0%	2,736	100.0%	(5,778)	
60044	HOSPITALITY	760	1,516	830	3,000	3,000	-	-	0.0%	3,000	100.0%	(1,413)	
60056	PROTOCOL/GIFTS	1,401	-	-	-	-	250	-	-	(250)	-	6,151	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	2,862	-	-	-	-	-	-	-	(2,862)	
60065	EQUIPMENT/SPACE RENTAL	300	197	1,364	2,000	2,000	-	-	0.0%	2,000	100.0%	(2,139)	
60098	DUES & FEES	0	-	400	-	-	-	-	-	-	-	(260)	
	TOTAL EXPENSES	9,789	14,964	23,567	30,500	20,500	500	10,000	32.8%	20,000	97.6%	(25,896)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS Program:2866

Program Manager: Gina Mensay

Program Description: Expenses for the Officials' Committee, which includes one meeting.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	55	-	-	250	-	-	(250)	-	(297)	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	3	
60010	POSTAGE	0	1	15	51	51	-	-	0.0%	51	100.0%	(48)	
60011	FREIGHT	0	-	85	81	81	-	-	0.0%	81	100.0%	(94)	
60013	EXCESS BAGGAGE & TIPS	25	-	-	75	75	-	-	0.0%	75	100.0%	(50)	
60015	PRINTING AND DUPLICATION	0	11	0	50	300	-	(250)	(500.0%)	300	100.0%	(266)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	94	
60017	PERSONAL CAR MILEAGE	393	657	1,069	450	450	200	-	0.0%	250	55.6%	(1,217)	
60020	SUPPLIES	3	-	-	-	-	70	-	-	(70)	-	(67)	
60033	MEALS & ENTERTAINMENT	0	754	-	100	100	1,200	-	0.0%	(1,100)	(1100.0%)	(1,981)	
60034	CAR RENTAL	0	-	144	225	225	-	-	0.0%	225	100.0%	(369)	
60035	CAR RENTAL-GAS	0	-	19	-	-	-	-	-	-	-	(19)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	5,909	
60040	AIRFARE	9,488	7,863	6,135	7,000	7,000	3,600	-	0.0%	3,400	48.6%	2,568	Budgeting 9 trips in 2020.
60041	GROUND TRANSPORTATION	670	759	498	650	650	-	-	0.0%	650	100.0%	86	
60042	LODGING	4,346	4,663	6,783	5,365	5,365	1,665	-	0.0%	3,700	69.0%	1,560	Budgeting 9 trips in 2020.
60043	PER DIEM	1,879	1,482	1,641	1,653	1,653	513	-	0.0%	1,140	69.0%	1,469	
60044	HOSPITALITY	1,026	695	2,906	1,600	1,600	-	-	0.0%	1,600	100.0%	(126)	
60065	EQUIPMENT/SPACE RENTAL	836	653	2,961	2,000	2,000	-	-	0.0%	2,000	100.0%	(2,488)	
60087	CREDIT CARD FEES	8	-	-	-	-	-	-	-	-	-	8	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	-	1,000	-	-	(1,000)	-	(1,150)	
	TOTAL EXPENSES	18,673	17,540	22,462	19,300	19,550	8,498	(250)	(1.3%)	11,052	56.5%	3,526	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:2990
Program Manager: Mike Unger

Program Description: Admin & Operational Expenses. Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	2,698	-	3,000	1,300	(3,000)	-	1,700	56.7%	(6,998)	
60002	LONG DISTANCE PHONE SERVICE	1,891	2,205	434	1,900	-	-	1,900	100.0%	-	-	3,976	
60003	CELLULAR PHONE CHARGES	13,299	13,460	17,750	14,000	12,800	15,000	1,200	8.6%	(2,200)	(17.2%)	(5,999)	
60004	CONFERENCE CALLS	569	540	1,067	600	900	900	(300)	(50.0%)	-	0.0%	(856)	
60005	INTERNET SERVICE	137	26	85	10	100	100	(90)	(900.0%)	-	0.0%	(3)	
60006	OTHER COMMUNICATIONS COST	2,987	2,398	3,087	3,000	1,800	1,800	1,200	40.0%	-	0.0%	3,045	
60010	POSTAGE	115	143	130	200	100	100	100	50.0%	-	0.0%	134	
60011	FREIGHT	1,807	2,335	1,870	1,500	3,200	2,500	(1,700)	(113.3%)	700	21.9%	(3,804)	
60013	EXCESS BAGGAGE & TIPS	405	142	120	-	150	150	(150)	-	-	0.0%	(157)	
60015	PRINTING AND DUPLICATION	6,487	7,059	4,628	6,500	3,700	2,200	2,800	43.1%	1,500	40.5%	180	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	11,660	
60017	PERSONAL CAR MILEAGE	400	139	750	400	400	400	-	0.0%	-	0.0%	(44)	
60019	FURNITURE & FIXTURES	781	1,512	143	1,000	-	-	1,000	100.0%	-	-	1,653	
60020	SUPPLIES	9,282	7,302	4,692	9,554	5,100	3,600	4,454	46.6%	1,500	29.4%	14,590	
60033	MEALS & ENTERTAINMENT	3,612	3,351	2,714	3,000	3,000	3,000	-	0.0%	-	0.0%	313	
60034	CAR RENTAL	3,414	1,772	2,152	3,000	3,000	2,700	-	0.0%	300	10.0%	(6,210)	
60035	CAR RENTAL-GAS	258	127	232	-	-	-	-	-	-	-	(101)	
60036	OTHER LODGING	0	-	3,491	-	-	-	-	-	-	-	(3,491)	
60038	OTHER AIRFARE	0	8,456	2,260	-	-	-	-	-	-	-	(10,716)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	909	
60040	AIRFARE	20,377	25,469	28,892	20,000	20,000	24,600	-	0.0%	(4,600)	(23.0%)	(9,888)	Budgeting 45 airfare and 35 hotel trips for Division staff trips (Executive staff).
60041	GROUND TRANSPORTATION	3,118	3,701	5,133	3,000	3,000	3,000	-	0.0%	-	0.0%	(1,539)	
60042	LODGING	19,953	28,504	29,079	22,200	22,200	25,900	-	0.0%	(3,700)	(16.7%)	(26,754)	Budgeting 45 airfare and 35 hotel trips for Division staff trips (Executive staff).
60043	PER DIEM	9,429	10,152	12,119	6,840	6,840	8,550	-	0.0%	(1,710)	(25.0%)	(7,402)	
60044	HOSPITALITY	195	230	-	250	250	250	-	0.0%	-	0.0%	1,445	
60046	LAUNDRY SERVICES	0	93	-	-	-	-	-	-	-	-	(93)	
60047	GOLDEN GOGGLES	13,750	-	-	-	-	-	-	-	-	-	17,500	
60056	PROTOCOL/GIFTS	658	5,173	228	1,000	1,000	1,200	-	0.0%	(200)	(20.0%)	18,959	
60060	GEAR/EQUIPMENT/SIGNAGE	58	1,228	24	200	200	200	-	0.0%	-	0.0%	(153)	
60061	APPAREL	0	1,349	120	-	800	800	(800)	-	-	0.0%	(1,697)	
60062	APPAREL - VIK	0	1,518	655	-	-	-	-	-	-	-	(878)	
60064	BUILDING RENT	64,156	58,895	43,386	37,446	52,900	34,800	(15,454)	(41.3%)	18,100	34.2%	50,064	Change Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60065	EQUIPMENT/SPACE RENTAL	867	854	1,072	1,000	3,800	3,500	(2,800)	(280.0%)	300	7.9%	85	
60066	REPAIR/MAINTENANCE	366	330	179	400	400	400	-	0.0%	-	0.0%	159	
60070	CAMERA, PHOTO, VIDEO	0	158	-	-	50	100	(50)	-	(50)	(100.0%)	(167)	
60071	TELEVISION/VIDEO PRODUCTION	0	(71)	-	-	-	-	-	-	-	-	71	
60075	AUTOMOBILE EXPENSE	76	115	68	-	100	50	(100)	-	50	50.0%	14	
60080	SUBSCRIPTIONS	1,697	2,663	2,154	1,000	1,900	1,400	(900)	(90.0%)	500	26.3%	(4,751)	
60086	TRAVEL AGENCY FEES	0	6,042	17,199	-	15,000	15,000	(15,000)	-	-	0.0%	(53,241)	Short's travel fees allocated to Event & Member Services.
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	26	
60090	DEPRECIATION & AMORTIZATION	78,550	70,500	49,659	40,700	45,900	31,500	(5,200)	(12.8%)	14,400	31.4%	55,306	
60094	LEGAL FEES	0	-	486	5,000	500	500	4,500	90.0%	-	0.0%	(204)	
60095	STATE REGISTRATION FEES	8,645	7,231	11,916	8,000	10,000	12,000	(2,000)	(25.0%)	(2,000)	(20.0%)	(8,390)	
60097	OTHER PROFESSIONAL SERVICES	17,911	8,109	6,773	15,000	8,400	4,900	6,600	44.0%	3,500	41.7%	36,670	
60098	DUES & FEES	1,369	5,767	1,792	1,500	1,200	2,800	300	20.0%	(1,600)	(133.3%)	(3,300)	
61013	TEMPORARY HELP	233	-	-	-	-	-	-	-	-	-	233	
61024	STAFF DEVELOPMENT	0	2,500	-	-	5,000	5,000	(5,000)	-	-	0.0%	(12,500)	Moved from program #2999
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	6,847	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	1,191	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	2,788	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	504	
	TOTAL EXPENSES	286,855	291,477	259,238	208,200	236,690	210,200	(28,490)	(13.7%)	26,490	11.2%	58,985	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:2999
Program Manager: Tim Hinchey, CEO
Program Description: Salary & Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	18	
60101	FOUNDATION ALLOCATION	0	(5,638)	(3,751)	-	-	-	-	-	-	-	(169,529)	
61000	SALARIES	1,557,869	1,678,521	1,160,137	1,198,826	1,176,610	869,527	22,216	1.9%	307,084	26.1%	981,123	
61006	VISION PREMIUMS	3,849	3,711	2,169	2,277	2,235	-	42	1.9%	2,235	100.0%	6,421	
61010	MOVING EXPENSES	8,251	-	3,000	-	-	-	-	-	-	-	7,533	
61014	PAYROLL TAXES	102,993	101,899	70,438	71,107	69,792	44,447	1,315	1.8%	25,346	36.3%	92,755	
61015	PENSION CONTRIBUTION	130,131	138,674	92,725	85,541	83,960	57,154	1,582	1.8%	26,806	31.9%	98,627	
61017	HEALTH	221,890	230,990	156,283	162,131	179,133	82,867	(17,002)	(10.5%)	96,266	53.7%	111,951	
61018	DISABILITY INSURANCE	9,314	12,387	5,288	5,766	5,659	-	107	1.8%	5,659	100.0%	11,344	
61019	DENTAL INSURANCE	18,093	17,609	9,873	10,637	10,440	-	197	1.8%	10,440	100.0%	28,307	
61020	WORKERS COMPENSATION INSURANCE	3,712	2,722	2,165	2,600	2,552	-	48	1.8%	2,552	100.0%	9,986	
61022	EYE CARE REIMBURSEMENTS	1,889	1,557	820	1,300	1,276	-	24	1.8%	1,276	100.0%	2,521	
61024	STAFF DEVELOPMENT	1,373	5,136	1,935	10,000	-	-	10,000	100.0%	-	-	17,250	Moved to program #2990.
61026	LIFE INSURANCE-EMPLOYER	2,112	2,071	1,438	1,115	1,095	-	21	1.8%	1,095	100.0%	3,816	
	TOTAL EXPENSES	2,061,477	2,189,640	1,502,519	1,551,300	1,532,752	1,053,994	18,549	1.2%	478,758	31.2%	1,202,123	

NATIONAL TEAM							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Competitions											
107	3001 Olympic Games	633,026	9,446	78	500	500	458,150	-	0.0%	(457,650)	(91530.0%)	168,218
108	3007 Pan Pacific Championships	-	-	369,335	0	0	0	-		-		52,210
109	3013 Pan American Games	-	-	-	58,100	100,100	0	(42,000)	(72.3%)	100,100	100.0%	(40,049)
110	3015 World University Games	-	254,557	-	363,400	485,955	0	(122,555)	(33.7%)	485,955	100.0%	(161,681)
111	3016 Australian Super Series	-	-	-	0	0	0	-		-		134,026
112	3020 NT vs. NCAA	78,030	97,259	350	0	0	0	-		-		(19,580)
113	3022 International Swimming League	-	-	-	0	10,000	0	(10,000)		10,000	100.0%	(10,000)
114	3031 Long Course World Championship	72	329,497	-	457,500	340,000	0	117,500	25.7%	340,000	100.0%	310,479
115	3033 Short Course World Championships	186,943	1,867	293,375	0	0	352,360	-		(352,360)		(260,335)
	<i>Program Group Total</i>	898,071	692,627	663,138	879,500	936,555	810,510	(57,055)	(6.5%)	126,045	13.5%	173,288
	Junior Team Programs											
116	3009 Junior Team International Competition	60,180	76,818	79,245	202,500	116,260	122,500	86,240	42.6%	(6,240)	(5.4%)	(6,788)
117	3012 Jr. Pan Pacs	239,981	2,900	283,729	0	0	335,070	-		(335,070)		(154,629)
118	3045 Junior Team Camps	85,408	34,598	46,122	60,200	42,000	52,200	18,200	30.2%	(10,200)	(24.3%)	105,967
119	3050 FINA World Junior Championships	-	208,847	-	364,700	322,700	0	42,000	11.5%	322,700	100.0%	71,546
120	3051 Jr. Team Pro Swim Series	-	23,874	14,371	38,500	15,000	25,000	23,500	61.0%	(10,000)	(66.7%)	(78,245)
121	3053 World 100	-	-	698	20,600	15,050	3,000	5,550	26.9%	12,050	80.1%	(18,748)
122	3992 National Jr. Team Program Support	-	22,747	30,229	41,000	30,000	25,660	11,000	26.8%	4,340	14.5%	(108,636)
	<i>Program Group Total</i>	385,569	369,784	454,394	727,500	541,010	563,430	186,490	25.6%	(22,420)	(4.1%)	(189,533)
	Open Water Programs											
123	3040 FINA Open Water Junior Championships	53,066	23,690	83,348	34,500	8,300	63,845	26,200	75.9%	(55,545)	(669.2%)	(73,980)
124	3060 Open Water Olympic Games	-	-	-	0	0	54,300	-		(54,300)		(54,300)
125	3061 Open Water World Championships	-	65,004	-	49,500	28,000	0	21,500	43.4%	28,000	100.0%	71,450
126	3062 Open Water International Competition	7,204	-	-	0	0	0	-		-		28,849
127	3063 Open Water World University Games	-	3,427	-	20,500	0	0	20,500	100.0%	-		26,103
128	3065 Open Water World Cup	67,544	77,774	129,114	91,500	84,500	81,910	7,000	7.7%	2,590	3.1%	(102,841)
129	3067 Open Water Camps - Domestic	-	42,887	10,048	50,200	20,610	9,000	29,590	58.9%	11,610	56.3%	(82,544)
130	3068 Open Water - Foundation	-	-	-	25,000	25,000	0	-	0.0%	25,000	100.0%	(25,000)
131	3075 Open Water International Camps	50,859	73,264	-	79,100	103,100	0	(24,000)	(30.3%)	103,100	100.0%	(66,183)
132	3495 Open Water Program Support	20,444	15,086	37,728	29,000	24,000	27,306	5,000	17.2%	(3,306)	(13.8%)	54,534
	<i>Program Group Total</i>	199,117	301,131	260,237	379,300	293,510	236,361	85,790	22.6%	57,149	19.5%	(223,912)
	Camps											
133	3005 Olympic Prep Camps	872,459	-	-	20,000	0	1,024,295	20,000	100.0%	(1,024,295)		(151,836)
134	3069 Nat. Team Specialty Camps	21,899	-	21,797	28,100	5,100	109,000	23,000	81.9%	(103,900)	(2037.3%)	(37,171)
135	3071 Altitude Training Camps	47,189	31,984	35,794	39,000	39,000	32,000	-	0.0%	7,000	17.9%	26,932
136	3073 National Team Camps	7,610	43,323	55,855	43,000	55,300	20,000	(12,300)	(28.6%)	35,300	63.8%	(152,716)
137	3076 National Team International Camps	-	366,532	284,848	594,600	455,600	0	139,000	23.4%	455,600	100.0%	(559,786)
138	3479 Advance Team Visits	15,836	29,962	17,997	21,000	26,100	16,800	(5,100)	(24.3%)	9,300	35.6%	(6,552)

NATIONAL TEAM							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Program Group Total	964,993	471,802	416,291	745,700	581,100	1,202,095	164,600	22.1%	(620,995)	(106.9%)	(881,128)
	Athlete Services											
139	3021 World Cup Athlete Support	23,360	2,801	4,539	9,500	2,000	0	7,500	78.9%	2,000	100.0%	258,101
140	3024 Swim Squads	-	12,000	32,076	0	0	0	-		-		(44,076)
141	3025 Pro Swim Series Athlete Support	388,977	352,689	616,893	830,000	730,000	622,000	100,000	12.0%	108,000	14.8%	(1,076,922)
142	3101 Athlete Support - Stipends & Grants	1,605,320	1,294,337	1,508,376	1,584,800	1,734,800	1,725,000	(150,000)	(9.5%)	9,800	0.6%	439,361
143	3103 Athlete Support - Medals & Records	1,564,286	708,750	450,000	600,000	472,500	1,010,000	127,500	21.3%	(537,500)	(113.8%)	72,286
144	3106 Phillips 66 Athlete Support	90,708	94,313	142,129	100,000	150,000	100,000	(50,000)	(50.0%)	50,000	33.3%	(98,228)
145	3107 Athlete Support-Op Gold Qualification Bonus	-	309,111	479,935	585,000	585,000	670,000	-	0.0%	(85,000)	(14.5%)	(2,044,046)
146	3110 National Team Uniforming (VIK)	183,294	263,754	197,910	325,000	350,000	325,000	(25,000)	(7.7%)	25,000	7.1%	(4,592)
147	3120 Athlete Support - Olympic Prep	22,348	13,632	-	20,000	3,000	15,000	17,000	85.0%	(12,000)	(400.0%)	69,419
148	3125 Strength & Conditioning Grant	99,641	-	-	0	0	0	-		-		157,847
149	3127 National Team Investment Grant	-	216,421	589,396	600,000	600,000	300,000	-	0.0%	300,000	50.0%	(1,705,817)
150	3130 Found Travel & Train Endowment	-	38,782	30,985	80,000	55,000	50,000	25,000	31.3%	5,000	9.1%	(90,767)
151	3131 Found Ath Endowments	-	27,500	62,500	80,000	80,000	80,000	-	0.0%	-	0.0%	(250,000)
152	3453 Doping Control	39,732	28,515	17,896	70,200	40,200	47,450	30,000	42.7%	(7,250)	(18.0%)	(61,566)
	Program Group Total	4,017,666	3,362,605	4,132,634	4,884,500	4,802,500	4,944,450	82,000	1.7%	(141,950)	(3.0%)	(4,379,000)
	Coach Services											
153	3010 Coach Education	21,658	27,986	28,750	34,100	34,100	26,716	-	0.0%	7,384	21.7%	(31,878)
154	3077 National Team Coaches Meeting	5,678	97,612	109,813	114,000	114,000	5,000	-	0.0%	109,000	95.6%	(39,417)
155	3078 Junior Team Coaches Meeting	-	-	-	0	0	0	-		-		22,909
156	3079 Team Logistics Seminar	563	-	-	0	0	0	-		-		563
157	3210 Olympic Team Prep Assistance	10,919	7,370	20,000	20,000	55,000	86,440	(35,000)	(175.0%)	(31,440)	(57.2%)	(132,367)
158	3203 Coach Incentive & Reward Program	330,000	330,001	326,464	330,000	330,000	330,000	-	0.0%	-	0.0%	6,536
159	3220 National Team Tech Advisor	-	-	50,073	83,700	83,700	75,628	-	0.0%	8,072	9.6%	(209,401)
160	3222 National Team Consultants	25,172	-	30,044	37,100	34,100	36,623	3,000	8.1%	(2,523)	(7.4%)	13,951
161	3460 Olympic Staff Recognition	28,613	31,110	11,760	37,000	30,000	30,000	7,000	18.9%	-	0.0%	(9,327)
	Program Group Total	422,603	494,080	576,904	655,900	680,900	590,407	(25,000)	(3.8%)	90,493	13.3%	(378,431)
	High Per Support											
162	3310 USOPC Practitioner Travel Support	-	38,617	21,426	26,700	59,935	49,500	(33,235)	(124.5%)	10,435	17.4%	(169,478)
163	3301 National Team Performance Support	162,618	145,877	156,927	155,600	155,600	170,145	-	0.0%	(14,545)	(9.3%)	(50,348)
	Program Group Total	162,618	184,494	178,353	182,300	215,535	219,645	(33,235)	(18.2%)	(4,110)	(1.9%)	(219,826)
	Sport Med & Science											
164	3311 Sport Science Grants	-	-	-	0	0	0	-		-		35,349
165	3353 Sport Medicine & Science Network	82,416	48,896	113,299	117,600	113,975	96,000	3,625	3.1%	17,975	15.8%	(241,547)
166	3155 Elite Athlete Accident Coverage	47,826	34,222	33,251	35,000	35,550	35,550	(550)	(1.6%)	-	0.0%	52,311
167	3200 Athlete Health Programs	200	50	867	40,000	15,000	0	25,000	62.5%	15,000	100.0%	(14,742)
168	3201 Athletes and Coach Wellness	-	-	-	0	30,000	75,000	(30,000)		(45,000)	(150.0%)	(105,000)
169	3390 Sport Medicine & Science Program Support	-	-	-	51,700	20,000	38,688	31,700	61.3%	(18,688)	(93.4%)	(58,688)
170	3351 Athlete Testing & Lab Expenses	20,220	22,140	19,357	27,100	27,100	24,100	-	0.0%	3,000	11.1%	(23,606)

NATIONAL TEAM							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Program Group Total	150,662	105,309	166,774	271,400	241,625	269,338	29,775	11.0%	(27,713)	(11.5%)	(355,924)
	Other Programs and Services											
171	3480 Club Investment	299,999	-	-	0	0	0	-		-		1,192,518
172	3481 National Team Equipment	11,712	12,402	13,090	18,500	16,000	25,500	2,500	13.5%	(9,500)	(59.4%)	28,509
173	3499 Team Management Technology	-	-	64,800	0	67,070	69,415	(67,070)		(2,345)	(3.5%)	(201,285)
174	3496 National Team Selection	8,671	164	7,294	0	3,300	19,500	(3,300)		(16,200)	(490.9%)	(14,808)
	Program Group Total	320,383	12,566	85,184	18,500	86,370	114,415	(67,870)	(366.9%)	(28,045)	(32.5%)	1,004,934
	Committees											
175	3850 Open Water Development Committee	7,050	1,063	613	800	0	0	800	100.0%	-		6,232
176	3868 Open Water Committee	7,811	11,471	5,588	16,900	7,900	300	9,000	53.3%	7,600	96.2%	(16,903)
177	3846 Sports Medicine	3,173	517	202	3,300	0	500	3,300	100.0%	(500)		6,271
178	3881 Olympic International Operations	-	-	-	0	0	0	-		-		1,798
179	3882 National Steering Committee	14,721	4,310	11,366	16,600	13,300	10,350	3,300	19.9%	2,950	22.2%	(2,291)
180	3884 National Team Evaluation	504	-	-	0	0	0	-		-		708
181	3888 National Team Athlete Committee	-	3,739	4,014	12,300	300	500	12,000	97.6%	(200)	(66.7%)	(8,553)
	Program Group Total	33,259	21,100	21,783	49,900	21,500	11,650	28,400	56.9%	9,850	45.8%	(12,737)
	Administration & Operational Support											
182	3990 Administration & Operational Support	212,625	237,761	314,475	222,600	316,580	332,162	(93,980)	(42.2%)	(15,582)	(4.9%)	(279,767)
183	3991 NT Division Travel	77,353	36,147	1,026	0	293,779	0	(293,779)		293,779	100.0%	(27,162)
184	3999 Salary and Benefits	1,834,256	1,714,898	1,742,394	1,875,300	1,762,576	1,830,037	112,723	6.0%	(67,461)	(3.8%)	(439,564)
	Program Group Total	2,124,234	1,988,806	2,057,895	2,097,900	2,372,936	2,162,199	(275,036)	(13.1%)	210,737	8.9%	(746,493)
	TOTAL NATIONAL TEAM	9,679,174	8,004,303	9,013,587	10,892,400	10,773,541	11,124,500	118,859	1.1%	(350,959)	(3.3%)	(6,208,762)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC GAMES Program:3001
Program Manager: Lindsay Mintenko
Program Description: Travel and ops associated with the highest level of competition in the quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	1,078	-	-	-	-	-	-	-	-	-	1,078	
60002	LONG DISTANCE PHONE SERVICE	6,902	-	-	-	-	500	-	-	(500)	-	6,402	
60004	CONFERENCE CALLS	55	29	-	-	-	200	-	-	(200)	-	(157)	
60005	INTERNET SERVICE	380	-	-	-	-	3,000	-	-	(3,000)	-	(2,620)	
60010	POSTAGE	133	-	-	-	-	200	-	-	(200)	-	123	
60011	FREIGHT	6,417	9,223	-	-	-	20,000	-	-	(20,000)	-	(21,978)	
60013	EXCESS BAGGAGE & TIPS	2,600	-	-	-	-	3,000	-	-	(3,000)	-	(400)	
60015	PRINTING AND DUPLICATION	479	-	-	-	-	200	-	-	(200)	-	279	
60017	PERSONAL CAR MILEAGE	167	-	-	-	-	400	-	-	(400)	-	(138)	
60020	SUPPLIES	19,958	-	-	-	-	30,000	-	-	(30,000)	-	(10,042)	Village meals
60033	MEALS & ENTERTAINMENT	11,875	-	-	-	-	-	-	-	-	-	11,875	
													Budgeting 82 flights out. 12 back home as USOPC to purchase flight home for athletes and AO staff.
60040	AIRFARE	412,640	-	-	-	-	181,000	-	-	(181,000)	-	232,340	
60041	GROUND TRANSPORTATION	3,795	-	-	-	-	4,500	-	-	(4,500)	-	(690)	
													Lodging for those not in village provided by USOPC.
60042	LODGING	42,706	-	-	-	-	56,350	-	-	(56,350)	-	(13,484)	
60043	PER DIEM	2,340	-	-	-	-	3,400	-	-	(3,400)	-	(992)	
60044	HOSPITALITY	15,269	-	-	-	-	20,000	-	-	(20,000)	-	(4,732)	USA House
60045	TICKETS	2,298	-	-	-	-	15,000	-	-	(15,000)	-	(12,702)	tickets package, head coaches
60056	PROTOCOL/GIFTS	7,274	-	-	-	-	15,000	-	-	(15,000)	-	(7,726)	
60060	GEAR/EQUIPMENT/SIGNAGE	16,210	195	-	-	-	14,000	-	-	(14,000)	-	2,569	
60061	APPAREL	72,684	-	-	-	-	85,000	-	-	(85,000)	-	(12,073)	
60065	EQUIPMENT/SPACE RENTAL	400	-	-	-	-	400	-	-	(400)	-	-	
60097	OTHER PROFESSIONAL SERVICES	3,485	-	78	500	500	-	-	0.0%	500	100.0%	3,402	
60098	DUES & FEES	3,881	-	-	-	-	6,000	-	-	(6,000)	-	(2,119)	
	TOTAL EXPENSES	633,026	9,446	78	500	500	458,150	-	0.0%	(457,650)	(91530.0%)	168,218	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PAN PACIFIC CHAMPIONSHIPS Program:3007
Program Manager: Lindsay Mintenko/ C.Brashier
Program Description: op gold competition for 2018

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	79	
60003	CELLULAR PHONE CHARGES	0	-	144	-	-	-	-	-	-	-	(144)	
60004	CONFERENCE CALLS	0	-	26	-	-	-	-	-	-	-	2	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	309	
60010	POSTAGE	0	-	322	-	-	-	-	-	-	-	(303)	
60011	FREIGHT	0	-	17,354	-	-	-	-	-	-	-	(8,818)	
60013	EXCESS BAGGAGE & TIPS	0	-	200	-	-	-	-	-	-	-	(184)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	300	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,399	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	107	
60020	SUPPLIES	0	-	8,381	-	-	-	-	-	-	-	(7,194)	
60033	MEALS & ENTERTAINMENT	0	-	6,670	-	-	-	-	-	-	-	3,571	
60034	CAR RENTAL	0	-	1,385	-	-	-	-	-	-	-	(1,385)	
60035	CAR RENTAL-GAS	0	-	71	-	-	-	-	-	-	-	(71)	
60036	OTHER LODGING	0	-	109,113	-	-	-	-	-	-	-	(109,113)	
60039	AIRFARE - VIK	0	-	67,550	-	-	-	-	-	-	-	(67,550)	
60040	AIRFARE	0	-	90,688	-	-	-	-	-	-	-	126,846	
60041	GROUND TRANSPORTATION	0	-	6,039	-	-	-	-	-	-	-	1,599	
60042	LODGING	0	-	327	-	-	-	-	-	-	-	74,797	
60043	PER DIEM	0	-	14,918	-	-	-	-	-	-	-	(5,348)	
60044	HOSPITALITY	0	-	142	-	-	-	-	-	-	-	9,363	
60046	LAUNDRY SERVICES	0	-	95	-	-	-	-	-	-	-	375	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	38	
60056	PROTOCOL/GIFTS	0	-	3,849	-	-	-	-	-	-	-	(3,849)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	12,394	-	-	-	-	-	-	-	(11,325)	
60061	APPAREL	0	-	23,613	-	-	-	-	-	-	-	39,517	
60065	EQUIPMENT/SPACE RENTAL	0	-	1,040	-	-	-	-	-	-	-	4,776	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	887	
60097	OTHER PROFESSIONAL SERVICES	0	-	2,241	-	-	-	-	-	-	-	(1,611)	
60098	DUES & FEES	0	-	2,774	-	-	-	-	-	-	-	3,139	
	TOTAL EXPENSES	0	-	369,335	-	-	-	-	-	-	-	52,210	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PAN AMERICAN GAMES Program:3013
Program Manager: L. Mintenko/ S. Miller
Program Description: USOC sponsored competition of Pan Am Countries

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	100	100	-	-	0.0%	100	100.0%	(31)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	42	
60011	FREIGHT	0	-	-	7,000	7,000	-	-	0.0%	7,000	100.0%	111	
60017	PERSONAL CAR MILEAGE	0	-	-	100	100	-	-	0.0%	100	100.0%	(8)	
60020	SUPPLIES	0	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(465)	
60040	AIRFARE	0	-	-	6,000	18,000	-	(12,000)	(200.0%)	18,000	100.0%	(13,744)	
60041	GROUND TRANSPORTATION	0	-	-	400	400	-	-	0.0%	400	100.0%	(41)	
60042	LODGING	0	-	-	3,600	8,600	-	(5,000)	(138.9%)	8,600	100.0%	(6,378)	
60043	PER DIEM	0	-	-	4,386	4,386	-	-	0.0%	4,386	100.0%	(61)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	5,000	5,000	-	-	0.0%	5,000	100.0%	807	
60061	APPAREL	0	-	-	25,000	45,000	-	(20,000)	(80.0%)	45,000	100.0%	(20,218)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	1,548	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	5,000	10,000	-	(5,000)	(100.0%)	10,000	100.0%	(1,554)	
60098	DUES & FEES	0	-	-	514	514	-	-	0.0%	514	100.0%	(57)	
	TOTAL EXPENSES	0	-	-	58,100	100,100	-	(42,000)	(72.3%)	100,100	100.0%	(40,049)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD UNIVERSITY GAMES Program:3015
Program Manager: L. Mintenko/ C.Brashier
Program Description: Competition for university athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	70	-	-	-	-	-	-	-	-	20	
60004	CONFERENCE CALLS	0	53	-	-	-	-	-	-	-	-	35	
60005	INTERNET SERVICE	0	5	-	-	-	-	-	-	-	-	(5)	
60010	POSTAGE	0	85	-	-	-	-	-	-	-	-	(56)	
60011	FREIGHT	0	15,538	-	15,000	10,000	-	5,000	33.3%	10,000	100.0%	(1,401)	
60013	EXCESS BAGGAGE & TIPS	0	405	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,308)	
60017	PERSONAL CAR MILEAGE	0	66	-	230	230	-	-	0.0%	230	100.0%	149	
60020	SUPPLIES	0	2,151	-	3,000	3,000	-	-	0.0%	3,000	100.0%	3,682	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	156	
60039	AIRFARE - VIK	0	64,059	-	-	187,000	-	(187,000)	-	187,000	100.0%	(191,520)	Flights significantly more expensive than originally budgeted.
60040	AIRFARE	0	8,640	-	117,000	19,500	-	97,500	83.3%	19,500	100.0%	162,691	
60041	GROUND TRANSPORTATION	0	169	-	3,000	3,000	-	-	0.0%	3,000	100.0%	2,024	
60042	LODGING	0	123,854	-	182,000	206,055	-	(24,055)	(13.2%)	206,055	100.0%	(113,659)	
60043	PER DIEM	0	5,319	-	5,670	5,670	-	-	0.0%	5,670	100.0%	1,017	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	100	
60060	GEAR/EQUIPMENT/SIGNAGE	0	6,939	-	6,000	10,000	-	(4,000)	(66.7%)	10,000	100.0%	(12,053)	
60061	APPAREL	0	21,358	-	25,000	35,000	-	(10,000)	(40.0%)	35,000	100.0%	(18,539)	
60065	EQUIPMENT/SPACE RENTAL	0	2,355	-	2,000	2,000	-	-	0.0%	2,000	100.0%	(4,355)	
60085	GRAPHICS/ART WORK	0	135	-	-	-	-	-	-	-	-	(135)	
60087	CREDIT CARD FEES	0	167	-	-	-	-	-	-	-	-	(167)	
60092	BANK FEES	0	39	-	-	-	-	-	-	-	-	(39)	
60097	OTHER PROFESSIONAL SERVICES	0	805	-	1,000	1,000	-	-	0.0%	1,000	100.0%	9,229	
60098	DUES & FEES	0	2,344	-	2,500	2,500	-	-	0.0%	2,500	100.0%	2,454	
TOTAL EXPENSES		0	254,557	-	363,400	485,955	-	(122,555)	(33.7%)	485,955	100.0%	(161,681)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AUSTRALIAN SUPER SERIES Program:3016
Program Manager: L. Mintenko
Program Description: N/A in 2016-2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	10	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	83	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	7	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	4,068	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,817	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	22	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	680	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	11,313	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	57,103	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	2,645	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	31,280	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	10,799	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	2,852	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	276	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	1,228	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	7,883	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	162	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	1,798	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	134,026	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NT VS. NCAA Program:3020
Program Manager: L. Mintenko/ C. Brashier
Program Description: NT vs. College conference programs

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	7	-	-	-	-	-	-	-	-	-	7	
60005	INTERNET SERVICE	0	9	-	-	-	-	-	-	-	-	(9)	
60010	POSTAGE	6	8	-	-	-	-	-	-	-	-	(2)	
60011	FREIGHT	2,910	876	-	-	-	-	-	-	-	-	2,035	
60013	EXCESS BAGGAGE & TIPS	185	75	-	-	-	-	-	-	-	-	110	
60017	PERSONAL CAR MILEAGE	1,953	163	-	-	-	-	-	-	-	-	1,790	
60020	SUPPLIES	104	111	-	-	-	-	-	-	-	-	(7)	
60033	MEALS & ENTERTAINMENT	0	743	-	-	-	-	-	-	-	-	(743)	
60034	CAR RENTAL	479	-	-	-	-	-	-	-	-	-	479	
60035	CAR RENTAL-GAS	41	-	-	-	-	-	-	-	-	-	41	
60040	AIRFARE	6,057	19,514	-	-	-	-	-	-	-	-	(13,457)	
60041	GROUND TRANSPORTATION	3,803	2,304	-	-	-	-	-	-	-	-	1,499	
60042	LODGING	18,599	16,294	-	-	-	-	-	-	-	-	2,304	
60043	PER DIEM	3,060	2,170	-	-	-	-	-	-	-	-	890	
60044	HOSPITALITY	6,292	6,512	-	-	-	-	-	-	-	-	(220)	
60049	HONORARIA - ATHLETES	8,900	14,400	-	-	-	-	-	-	-	-	(5,500)	
60051	ATHLETE MEET REIMBURSEMENTS	0	2,615	-	-	-	-	-	-	-	-	(2,615)	
60054	MEDAL MONEY - U S ATHLETES	13,425	21,568	350	-	-	-	-	-	-	-	(8,493)	
60061	APPAREL	3,911	8,080	-	-	-	-	-	-	-	-	(4,169)	
60065	EQUIPMENT/SPACE RENTAL	150	874	-	-	-	-	-	-	-	-	(724)	
60097	OTHER PROFESSIONAL SERVICES	8,148	938	-	-	-	-	-	-	-	-	7,211	
60098	DUES & FEES	0	6	-	-	-	-	-	-	-	-	(6)	
	TOTAL EXPENSES	78,030	97,259	350	-	-	-	-	-	-	-	(19,580)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL SWIMMING LEAGUE Program:3022
Program Manager: L.Mintenko
Program Description: Professional swim league NT staff travel. N/A in this budget in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	0	-	-	-	8,000	-	(8,000)	-	8,000	100.0%	(8,000)	
60043	PER DIEM	0	-	-	-	2,000	-	(2,000)	-	2,000	100.0%	(2,000)	
	TOTAL EXPENSES	0	-	-	-	10,000	-	(10,000)	-	10,000	100.0%	(10,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LONG COURSE WORLD CHAMPIONSHIP Program:3031
Program Manager: L. Mintenko/ C. Brashier
Program Description: second highest competition in the quad (twice a quad)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	50	-	-	-	-	-	-	-	-	(50)	
60003	CELLULAR PHONE CHARGES	0	77	-	-	-	-	-	-	-	-	83	
60004	CONFERENCE CALLS	0	-	-	170	170	-	-	0.0%	170	100.0%	(62)	
60010	POSTAGE	0	13	-	-	-	-	-	-	-	-	19	
60011	FREIGHT	0	11,427	-	12,000	25,000	-	(13,000)	(108.3%)	25,000	100.0%	(9,820)	
60013	EXCESS BAGGAGE & TIPS	0	242	-	-	-	-	-	-	-	-	277	
60015	PRINTING AND DUPLICATION	0	574	-	-	-	-	-	-	-	-	(454)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	612	
60020	SUPPLIES	0	1,989	-	15,000	15,000	-	-	0.0%	15,000	100.0%	3,487	
60033	MEALS & ENTERTAINMENT	0	1,664	-	8,000	8,000	-	-	0.0%	8,000	100.0%	5,909	
60034	CAR RENTAL	0	2,371	-	-	-	-	-	-	-	-	(2,371)	
60040	AIRFARE	72	1,540	-	280,000	142,500	-	137,500	49.1%	142,500	100.0%	358,119	2019 airfare significantly less than budgeted.
60041	GROUND TRANSPORTATION	0	753	-	5,000	5,000	-	-	0.0%	5,000	100.0%	1,378	
60042	LODGING	0	251,718	-	85,650	85,650	-	-	0.0%	85,650	100.0%	(61,910)	
60043	PER DIEM	0	11,226	-	8,680	8,680	-	-	0.0%	8,680	100.0%	2,511	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	3,025	
60046	LAUNDRY SERVICES	0	1,219	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,189)	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	12,000	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	250	
60060	GEAR/EQUIPMENT/SIGNAGE	0	8,831	-	5,000	12,000	-	(7,000)	(140.0%)	12,000	100.0%	(13,308)	
60061	APPAREL	0	26,724	-	30,000	30,000	-	-	0.0%	30,000	100.0%	10,720	
60065	EQUIPMENT/SPACE RENTAL	0	2,518	-	-	-	-	-	-	-	-	(2,518)	
60070	CAMERA, PHOTO, VIDEO	0	10	-	-	-	-	-	-	-	-	(10)	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	701	
60097	OTHER PROFESSIONAL SERVICES	0	848	-	2,000	2,000	-	-	0.0%	2,000	100.0%	1,705	
60098	DUES & FEES	0	5,703	-	5,000	5,000	-	-	0.0%	5,000	100.0%	1,377	
TOTAL EXPENSES		72	329,497	-	457,500	340,000	-	117,500	25.7%	340,000	100.0%	310,479	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SHORT COURSE WORLD CHAMPIONSHIPS Program:3033
Program Manager: L. Mintenko/ C. Brashier
Program Description: twice a quad short course FINA competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	60	-	-	-	-	-	-	-	-	-	60	
60004	CONFERENCE CALLS	38	-	-	-	-	100	-	-	(100)	-	(44)	
60005	INTERNET SERVICE	0	-	32	-	-	500	-	-	(500)	-	(532)	
60010	POSTAGE	11	-	34	-	-	-	-	-	-	-	(10)	
60011	FREIGHT	6,265	-	24,523	-	-	15,000	-	-	(15,000)	-	(28,835)	
60013	EXCESS BAGGAGE & TIPS	1,554	-	400	-	-	1,000	-	-	(1,000)	-	158	
60015	PRINTING AND DUPLICATION	1	-	-	-	-	-	-	-	-	-	23	
60017	PERSONAL CAR MILEAGE	77	49	-	-	-	100	-	-	(100)	-	138	
60020	SUPPLIES	3,658	0	1,469	-	-	3,000	-	-	(3,000)	-	(353)	
60033	MEALS & ENTERTAINMENT	85	-	174	-	-	-	-	-	-	-	1,265	
60034	CAR RENTAL	1,439	-	-	-	-	-	-	-	-	-	1,439	
60035	CAR RENTAL-GAS	72	-	-	-	-	100	-	-	(100)	-	(29)	
60036	OTHER LODGING	0	-	123,571	-	-	-	-	-	-	-	(123,571)	
60039	AIRFARE - VIK	0	-	408	-	-	-	-	-	-	-	(408)	
60040	AIRFARE	17,862	-	81,424	-	-	124,200	-	-	(124,200)	-	(95,555)	Budgeting 54 trips.
60041	GROUND TRANSPORTATION	525	-	1,005	-	-	600	-	-	(600)	-	(330)	
60042	LODGING	134,124	-	186	-	-	161,960	-	-	(161,960)	-	48,013	Budgeting 54 trips.
60043	PER DIEM	2,508	-	6,866	-	-	2,700	-	-	(2,700)	-	(1,454)	
60044	HOSPITALITY	1,272	-	-	-	-	1,300	-	-	(1,300)	-	(28)	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	12	
60050	HONORARIA	0	-	2,700	-	-	-	-	-	-	-	(2,700)	
60056	PROTOCOL/GIFTS	0	-	578	-	-	-	-	-	-	-	(578)	
60060	GEAR/EQUIPMENT/SIGNAGE	2,213	-	42	-	-	1,300	-	-	(1,300)	-	4,624	
60061	APPAREL	10,407	-	39,764	-	-	36,000	-	-	(36,000)	-	(54,008)	
60065	EQUIPMENT/SPACE RENTAL	2,285	-	1,230	-	-	1,200	-	-	(1,200)	-	(145)	
60087	CREDIT CARD FEES	0	-	122	-	-	-	-	-	-	-	(122)	
60097	OTHER PROFESSIONAL SERVICES	790	-	1,005	-	-	800	-	-	(800)	-	(738)	
60098	DUES & FEES	1,697	1,818	7,841	-	-	2,500	-	-	(2,500)	-	(6,627)	Includes additional accreditations. Budgeting full team.
	TOTAL EXPENSES	186,943	1,867	293,375	-	-	352,360	-	-	(352,360)	-	(260,335)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR TEAM INTERNATIONAL COMPETITION Program:3009
Program Manager: L. Mintenko/M. Dalton
Program Description: 18 and U competition Spring/Fall

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	96	14	-	50	50	50	-	0.0%	-	0.0%	9	
60010	POSTAGE	3	2	9	30	30	30	-	0.0%	-	0.0%	(20)	
60011	FREIGHT	1,776	797	2,369	1,750	1,750	5,000	-	0.0%	(3,250)	(185.7%)	(1,199)	
60013	EXCESS BAGGAGE & TIPS	790	-	260	-	-	-	-	-	-	-	530	
60015	PRINTING AND DUPLICATION	4	-	-	15	15	15	-	0.0%	-	0.0%	7	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	0	
60017	PERSONAL CAR MILEAGE	91	-	-	-	-	-	-	-	-	-	91	
60020	SUPPLIES	97	220	192	269	269	305	-	0.0%	(36)	(13.4%)	3,383	
60033	MEALS & ENTERTAINMENT	0	309	3,626	2,500	2,500	2,500	-	0.0%	-	0.0%	(3,349)	
60036	OTHER LODGING	0	-	23,257	-	-	-	-	-	-	-	(23,257)	
60039	AIRFARE - VIK	0	18,131	15,888	-	-	-	-	-	-	-	(34,018)	
60040	AIRFARE	23,343	22,730	10,155	48,000	36,000	53,750	12,000	25.0%	(17,750)	(49.3%)	15,700	Budgeting 20 trips on the domestic leg and 20 on the international leg.
60041	GROUND TRANSPORTATION	360	552	1,251	750	750	750	-	0.0%	-	0.0%	(1,502)	
60042	LODGING	30,047	27,930	11,623	130,240	56,000	46,000	74,240	57.0%	10,000	17.9%	22,419	We will not be attending the Fall World Cup Competition in 2019 as originally budgeted, decreased 2019 forecast. We will only be attending the fall World Cup Competition in 2020 and not the mare nostrum meet as it is too close to Trials.
60043	PER DIEM	960	1,196	1,912	7,296	7,296	2,000	-	0.0%	5,296	72.6%	(5,048)	
60046	LAUNDRY SERVICES	0	-	-	100	100	100	-	0.0%	-	0.0%	(57)	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,650	
60056	PROTOCOL/GIFTS	0	-	240	-	-	-	-	-	-	-	314	
60060	GEAR/EQUIPMENT/SIGNAGE	141	-	2,631	-	-	-	-	-	-	-	(2,489)	
60061	APPAREL	1,901	796	3,259	10,000	10,000	10,000	-	0.0%	-	0.0%	16,596	
60065	EQUIPMENT/SPACE RENTAL	0	-	251	-	-	-	-	-	-	-	190	
60085	GRAPHICS/ART WORK	0	275	-	-	-	-	-	-	-	-	(275)	
60086	TRAVEL AGENCY FEES	0	2,475	-	-	-	-	-	-	-	-	(2,475)	
60087	CREDIT CARD FEES	0	39	-	-	-	-	-	-	-	-	(39)	
60097	OTHER PROFESSIONAL SERVICES	0	352	314	-	-	-	-	-	-	-	393	
60098	DUES & FEES	570	1,002	2,009	1,500	1,500	2,000	-	0.0%	(500)	(33.3%)	5,661	
	TOTAL EXPENSES	60,180	76,818	79,245	202,500	116,260	122,500	86,240	42.6%	(6,240)	(5.4%)	(6,788)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JR. PAN PACS Program:3012
Program Manager: L. Mintenko/ M.Dalton
Program Description: Twice a Quad. Juniors competition in Hawaii.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	16	-	38	-	-	100	-	-	(100)	-	(87)	
60005	INTERNET SERVICE	0	-	2,900	-	-	2,900	-	-	(2,900)	-	(5,776)	
60010	POSTAGE	90	-	4	-	-	60	-	-	(60)	-	79	
60011	FREIGHT	4,278	-	8,902	-	-	8,500	-	-	(8,500)	-	(6,499)	
60013	EXCESS BAGGAGE & TIPS	505	-	679	-	-	670	-	-	(670)	-	(844)	
60015	PRINTING AND DUPLICATION	39	-	-	-	-	-	-	-	-	-	39	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,909	
60017	PERSONAL CAR MILEAGE	485	-	-	-	-	500	-	-	(500)	-	(15)	
60020	SUPPLIES	1,412	-	4,444	-	-	4,500	-	-	(4,500)	-	(4,716)	
													if we are in Fiji, we have to make a lot of nutritional additions and purchases based on the limitations of hotels catering.
60033	MEALS & ENTERTAINMENT	3,735	-	13,144	-	-	13,000	-	-	(13,000)	-	(17,443)	
60034	CAR RENTAL	778	-	1,728	-	-	1,050	-	-	(1,050)	-	(2,000)	
60035	CAR RENTAL-GAS	77	-	87	-	-	-	-	-	-	-	(10)	
60036	OTHER LODGING	0	-	111,161	-	-	-	-	-	-	-	(111,161)	
60040	AIRFARE	71,262	2,900	86,372	-	-	90,000	-	-	(90,000)	-	(26,584)	Budgeting 60 flights.
60041	GROUND TRANSPORTATION	1,435	-	2,419	-	-	2,000	-	-	(2,000)	-	(1,850)	
													Budgeting 37 trips for 14 days. Cost of lodging and flights could change as we do not know the location of this competition. Dramatic shifts between Fiji, Hawaii or USA. Have budgeted for roughly the cost of Fiji.
60042	LODGING	142,627	-	3,556	-	-	164,290	-	-	(164,290)	-	79,858	
60043	PER DIEM	2,229	-	4,346	-	-	5,400	-	-	(5,400)	-	(4,724)	
60046	LAUNDRY SERVICES	0	-	434	-	-	-	-	-	-	-	(434)	
60050	HONORARIA	0	-	5,000	-	-	5,000	-	-	(5,000)	-	(10,000)	
60056	PROTOCOL/GIFTS	0	-	3,367	-	-	3,500	-	-	(3,500)	-	(6,867)	
60060	GEAR/EQUIPMENT/SIGNAGE	5,227	-	7,914	-	-	8,000	-	-	(8,000)	-	(10,208)	
60061	APPAREL	4,836	-	21,978	-	-	22,000	-	-	(22,000)	-	(20,357)	
60065	EQUIPMENT/SPACE RENTAL	0	-	2,598	-	-	2,500	-	-	(2,500)	-	(5,098)	
60097	OTHER PROFESSIONAL SERVICES	951	-	470	-	-	600	-	-	(600)	-	480	
60098	DUES & FEES	0	-	2,187	-	-	500	-	-	(500)	-	(2,321)	
	TOTAL EXPENSES	239,981	2,900	283,729	-	-	335,070	-	-	(335,070)	-	(154,629)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR TEAM CAMPS Program:3045
Program Manager: L. Mintenko/ M. Dalton
Program Description: Camp for Jr. Team athletes at OTC.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	30	61	10	130	130	110	-	0.0%	20	15.4%	(9)	
60010	POSTAGE	445	-	-	-	-	-	-	-	-	-	524	
60011	FREIGHT	46	311	22	-	-	-	-	-	-	-	(104)	
60013	EXCESS BAGGAGE & TIPS	0	50	50	-	-	-	-	-	-	-	(100)	
60015	PRINTING AND DUPLICATION	90	-	-	220	220	200	-	0.0%	20	9.1%	558	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	71	
60017	PERSONAL CAR MILEAGE	418	610	-	-	-	-	-	-	-	-	(139)	
60020	SUPPLIES	423	582	640	1,000	1,000	1,000	-	0.0%	-	0.0%	(1,885)	
60033	MEALS & ENTERTAINMENT	170	688	207	3,200	3,200	560	-	0.0%	2,640	82.5%	(3,443)	
60034	CAR RENTAL	0	-	110	-	-	-	-	-	-	-	(110)	
60035	CAR RENTAL-GAS	33	-	15	-	-	-	-	-	-	-	18	
60038	OTHER AIRFARE	0	-	457	-	700	-	(700)	-	700	100.0%	(1,157)	
60039	AIRFARE - VIK	33,220	-	30,300	37,500	-	-	37,500	100.0%	-	-	52,403	
60040	AIRFARE	38,751	25,944	7,596	-	27,100	37,500	(27,100)	-	(10,400)	(38.4%)	34,542	Budgeting 75 trips.
60041	GROUND TRANSPORTATION	16	10	167	2,000	2,000	1,000	-	0.0%	1,000	50.0%	3,307	
60042	LODGING	2,320	90	3,150	-	2,000	2,880	(2,000)	-	(880)	(44.0%)	(4,921)	USOPC covers most of the lodging here at OTC.
60043	PER DIEM	1,840	-	-	3,200	3,200	3,000	-	0.0%	200	6.3%	(2,710)	
60044	HOSPITALITY	732	-	-	-	-	-	-	-	-	-	732	
60050	HONORARIA	0	2,500	-	5,000	-	-	5,000	100.0%	-	-	4,000	
60056	PROTOCOL/GIFTS	0	434	-	400	400	400	-	0.0%	-	0.0%	(628)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,221	195	-	550	550	550	-	0.0%	-	0.0%	972	
60061	APPAREL	4,181	1,805	2,281	7,000	1,500	5,000	5,500	78.6%	(3,500)	(233.3%)	10,903	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	73	
60085	GRAPHICS/ART WORK	0	460	-	-	-	-	-	-	-	-	(460)	
60097	OTHER PROFESSIONAL SERVICES	1,171	858	1,043	-	-	-	-	-	-	-	9,945	
60098	DUES & FEES	300	-	76	-	-	-	-	-	-	-	3,583	
	TOTAL EXPENSES	85,408	34,598	46,122	60,200	42,000	52,200	18,200	30.2%	(10,200)	(24.3%)	105,967	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FINA WORLD JUNIOR CHAMPIONSHIPS Program:3050
Program Manager: L. Mintenko/ M. Dalton
Program Description: Twice a quad FINA Jr. Competition.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	100	100	-	-	0.0%	100	100.0%	(16)	
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	30	
60004	CONFERENCE CALLS	0	75	-	124	124	-	-	0.0%	124	100.0%	(151)	
60005	INTERNET SERVICE	0	4	-	-	-	-	-	-	-	-	(4)	
60010	POSTAGE	0	10	-	-	-	-	-	-	-	-	22	
60011	FREIGHT	0	7,165	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,715)	
60013	EXCESS BAGGAGE & TIPS	0	35	-	-	-	-	-	-	-	-	(35)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	65	
60016	CAR RENTAL/GAS	0	27	-	-	-	-	-	-	-	-	19	
60017	PERSONAL CAR MILEAGE	0	475	-	450	450	-	-	0.0%	450	100.0%	(910)	
60020	SUPPLIES	0	1,832	-	2,000	2,000	-	-	0.0%	2,000	100.0%	(2,074)	
60033	MEALS & ENTERTAINMENT	0	1,093	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(567)	
60034	CAR RENTAL	0	730	-	750	750	-	-	0.0%	750	100.0%	(1,480)	
60040	AIRFARE	0	5,019	-	142,000	100,000	-	42,000	29.6%	100,000	100.0%	143,680	2019 budgeted/took a full team of 73 (56 athletes, 8 coaches, 2 managers, 2 HP staff, 1 doctor, 2 NT reps, 2 NTD staff)
60041	GROUND TRANSPORTATION	0	949	-	2,200	2,200	-	-	0.0%	2,200	100.0%	(551)	
60042	LODGING	0	171,515	-	177,500	177,500	-	-	0.0%	177,500	100.0%	(94,508)	2019 budgeted/took a full team of 73 (56 athletes, 8 coaches, 2 managers, 2 HP staff, 1 doctor, 2 NT reps, 2 NTD staff)
60043	PER DIEM	0	2,527	-	3,176	3,176	-	-	0.0%	3,176	100.0%	3,228	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	5,538	
60046	LAUNDRY SERVICES	0	-	-	200	200	-	-	0.0%	200	100.0%	(10)	
60056	PROTOCOL/GIFTS	0	1,035	-	1,200	1,200	-	-	0.0%	1,200	100.0%	(2,235)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	5,937	-	6,000	6,000	-	-	0.0%	6,000	100.0%	(9,592)	
60061	APPAREL	0	9,121	-	25,000	25,000	-	-	0.0%	25,000	100.0%	19,137	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	3,633	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	27	
60085	GRAPHICS/ART WORK	0	165	-	300	300	-	-	0.0%	300	100.0%	(465)	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	64	
60097	OTHER PROFESSIONAL SERVICES	0	1,044	-	1,000	1,000	-	-	0.0%	1,000	100.0%	3,359	
60098	DUES & FEES	0	90	-	200	200	-	-	0.0%	200	100.0%	7,058	
	TOTAL EXPENSES	0	208,847	-	364,700	322,700	-	42,000	11.5%	322,700	100.0%	71,546	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JR. TEAM PRO SWIM SERIES Program:3051
Program Manager: M. Dalton
Program Description: reimbursement for Jr. Team athletes to TYRPSS

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad
SECTION 2:												
EXPENSES:												
60051	ATHLETE MEET REIMBURSEMENTS	0	22,824	14,371	38,500	15,000	25,000	23,500	61.0%	(10,000)	(66.7%)	(77,196)
60054	MEDAL MONEY - U S ATHLETES	0	100	-	-	-	-	-	-	-	-	(100)
60061	APPAREL	0	400	-	-	-	-	-	-	-	-	(400)
60097	OTHER PROFESSIONAL SERVICES	0	550	-	-	-	-	-	-	-	-	(550)
TOTAL EXPENSES		0	23,874	14,371	38,500	15,000	25,000	23,500	61.0%	(10,000)	(66.7%)	(78,245)

Comments

Since we will not be going to the World Cups in the fall, we will be offering additional support to attend Nationals or TYR Pro in the fall for the athletes who would have qualified for the World Cup. This is \$1,000 per athlete.

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD 100 Program:3053
Program Manager: Mitch Dalton

Program Description: Trip for athletes who are ranked in the 18U world 100 program. We will not attend this competition in 2020 due to Olympic Trials.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	-	2,960	2,960	3,000	-	0.0%	(40)	(1.4%)	(5,960)	
60040	AIRFARE	0	-	-	11,550	6,000	-	5,550	48.1%	6,000	100.0%	(6,000)	
60042	LODGING	0	-	-	5,250	5,250	-	-	0.0%	5,250	100.0%	(5,250)	
60043	PER DIEM	0	-	-	840	840	-	-	0.0%	840	100.0%	(840)	
60056	PROTOCOL/GIFTS	0	-	698	-	-	-	-	-	-	-	(698)	
	TOTAL EXPENSES	0	-	698	20,600	15,050	3,000	5,550	26.9%	12,050	80.1%	(18,748)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL JR. TEAM PROGRAM SUPPORT Program:3992
Program Manager: L. Mintenko/ M. Dalton
Program Description: NJT Program support

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	11	3	100	100	-	-	0.0%	100	100.0%	(114)	
60003	CELLULAR PHONE CHARGES	0	1,269	2,228	1,500	1,500	2,000	-	0.0%	(500)	(33.3%)	(6,997)	
60004	CONFERENCE CALLS	0	33	-	50	50	-	-	0.0%	50	100.0%	(83)	
60010	POSTAGE	0	-	500	-	-	-	-	-	-	-	(500)	
60011	FREIGHT	0	-	619	-	-	-	-	-	-	-	(619)	
60013	EXCESS BAGGAGE & TIPS	0	50	-	100	100	-	-	0.0%	100	100.0%	(150)	
60015	PRINTING AND DUPLICATION	0	-	50	-	-	-	-	-	-	-	(50)	
60017	PERSONAL CAR MILEAGE	0	767	288	1,000	1,000	800	-	0.0%	200	20.0%	(2,854)	
60020	SUPPLIES	0	317	1,429	2,970	1,000	800	1,970	66.3%	200	20.0%	(3,546)	
60033	MEALS & ENTERTAINMENT	0	105	259	100	100	1,000	-	0.0%	(900)	(900.0%)	(1,463)	
60034	CAR RENTAL	0	2,425	3,644	3,600	3,500	3,000	100	2.8%	500	14.3%	(12,568)	
60035	CAR RENTAL-GAS	0	25	21	50	50	-	-	0.0%	50	100.0%	(96)	
60040	AIRFARE	0	4,788	6,858	7,500	5,000	5,000	2,500	33.3%	-	0.0%	(21,646)	Budgeting 10 airfare trips and 15 lodging trips.
60041	GROUND TRANSPORTATION	0	1,698	1,212	2,000	1,000	-	1,000	50.0%	1,000	100.0%	(3,910)	
60042	LODGING	0	6,339	9,386	12,025	10,000	9,250	2,025	16.8%	750	7.5%	(34,975)	Budgeting 10 airfare trips and 15 lodging trips.
60043	PER DIEM	0	3,616	3,339	3,705	3,000	2,850	705	19.0%	150	5.0%	(12,805)	
60044	HOSPITALITY	0	-	-	2,000	1,000	-	1,000	50.0%	1,000	100.0%	(1,000)	
60050	HONORARIA	0	760	-	3,000	2,000	-	1,000	33.3%	2,000	100.0%	(2,760)	
60056	PROTOCOL/GIFTS	0	-	220	-	-	250	-	-	(250)	-	(470)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	544	165	-	-	160	-	-	(160)	-	(870)	
60061	APPAREL	0	-	10	1,000	300	250	700	70.0%	50	16.7%	(560)	
60098	DUES & FEES	0	-	-	300	300	300	-	0.0%	-	0.0%	(600)	
TOTAL EXPENSES		0	22,747	30,229	41,000	30,000	25,660	11,000	26.8%	4,340	14.5%	(108,636)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FINA OPEN WATER JUNIOR CHAMPIONSHIPS Program:3040
Program Manager: L. Mintenko/ B. Elser
Program Description: Jr. team OW competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	70	-	-	-	-	-	-	-	(70)	
60004	CONFERENCE CALLS	15	-	-	50	50	50	-	0.0%	-	0.0%	(77)	
60010	POSTAGE	0	-	4	-	-	-	-	-	-	-	(1)	
60011	FREIGHT	3,216	611	2,684	2,000	500	2,000	1,500	75.0%	(1,500)	(300.0%)	(1,165)	
60013	EXCESS BAGGAGE & TIPS	200	-	400	200	200	200	-	0.0%	-	0.0%	(600)	
60020	SUPPLIES	462	489	1,057	225	225	500	-	0.0%	(275)	(122.2%)	(1,665)	
60033	MEALS & ENTERTAINMENT	492	-	390	-	-	-	-	-	-	-	422	
60034	CAR RENTAL	1,131	-	-	1,125	1,125	-	-	0.0%	1,125	100.0%	6	
60036	OTHER LODGING	0	-	23,488	-	-	-	-	-	-	-	(23,488)	
60039	AIRFARE - VIK	0	6,387	-	-	-	-	-	-	-	-	(6,387)	
60040	AIRFARE	21,483	2,199	43,927	18,000	2,000	34,000	16,000	88.9%	(32,000)	(1600.0%)	(32,344)	12 athletes, 2 coaches, 2 USAS, 1 physician: 17 total. Expected location - Seychelles
60041	GROUND TRANSPORTATION	423	104	2,052	-	-	-	-	-	-	-	(1,693)	
60042	LODGING	19,772	11,516	245	9,200	2,000	20,650	7,200	78.3%	(18,650)	(932.5%)	2,733	12 athletes, 2 coaches, 2 USAS, 1 physician: 17 total. Expected location - Seychelles
60043	PER DIEM	1,640	695	2,043	1,200	1,200	1,445	-	0.0%	(245)	(20.4%)	(2,820)	
60056	PROTOCOL/GIFTS	0	-	289	-	-	-	-	-	-	-	(289)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,507	-	25	-	-	1,500	-	-	(1,500)	-	(18)	
60061	APPAREL	1,995	1,409	1,827	2,000	500	2,000	1,500	75.0%	(1,500)	(300.0%)	(2,559)	
60096	INSURANCE	0	-	-	500	500	700	-	0.0%	(200)	(40.0%)	(1,200)	
60097	OTHER PROFESSIONAL SERVICES	262	75	3,892	-	-	300	-	-	(300)	-	(4,005)	
60098	DUES & FEES	467	205	956	-	-	500	-	-	(500)	-	1,240	
TOTAL EXPENSES		53,066	23,690	83,348	34,500	8,300	63,845	26,200	75.9%	(55,545)	(669.2%)	(73,980)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER OLYMPIC GAMES Program:3060
Program Manager: L. Mintenko/ B. Elser
Program Description: Open water athlete and staff expenses during the 2020 Olympic Games

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	3,500	-	-	(3,500)	-	(3,500)	Budgeting for 3 athletes and 5 staff.
60040	AIRFARE	0	-	-	-	-	12,500	-	-	(12,500)	-	(12,500)	
60041	GROUND TRANSPORTATION	0	-	-	-	-	1,350	-	-	(1,350)	-	(1,350)	
60042	LODGING	0	-	-	-	-	34,525	-	-	(34,525)	-	(34,525)	Budgeting for 2 coaches and 5 staff.
60043	PER DIEM	0	-	-	-	-	400	-	-	(400)	-	(400)	
60044	HOSPITALITY	0	-	-	-	-	2,025	-	-	(2,025)	-	(2,025)	
	TOTAL EXPENSES	0	-	-	-	-	54,300	-	-	(54,300)	-	(54,300)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER WORLD CHAMPIONSHIPS Program:3061
Program Manager: L. Mintenko/ B. Elser
Program Description: FINA OW Competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	175	175	-	-	0.0%	175	100.0%	(19)	
60004	CONFERENCE CALLS	0	27	-	50	50	-	-	0.0%	50	100.0%	(20)	
60010	POSTAGE	0	30	-	-	-	-	-	-	-	-	(21)	
60011	FREIGHT	0	2,020	-	875	875	-	-	0.0%	875	100.0%	(801)	
60013	EXCESS BAGGAGE & TIPS	0	654	-	-	-	-	-	-	-	-	(654)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	699	
60017	PERSONAL CAR MILEAGE	0	116	-	-	-	-	-	-	-	-	(116)	
60020	SUPPLIES	0	1,022	-	1,200	1,200	-	-	0.0%	1,200	100.0%	(1,803)	
60033	MEALS & ENTERTAINMENT	0	750	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(798)	
60034	CAR RENTAL	0	-	-	900	900	-	-	0.0%	900	100.0%	(900)	
60035	CAR RENTAL-GAS	0	58	-	-	-	-	-	-	-	-	(58)	
60040	AIRFARE	0	7,706	-	-	-	-	-	-	-	-	64,360	
60041	GROUND TRANSPORTATION	0	277	-	-	-	-	-	-	-	-	1,448	
60042	LODGING	0	45,220	-	33,300	16,800	-	16,500	49.5%	16,800	100.0%	4,515	
60043	PER DIEM	0	1,831	-	-	-	-	-	-	-	-	285	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	27	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	3,000	
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,831	-	1,000	1,000	-	-	0.0%	1,000	100.0%	281	
60061	APPAREL	0	1,995	-	8,000	3,000	-	5,000	62.5%	3,000	100.0%	3,018	
60097	OTHER PROFESSIONAL SERVICES	0	126	-	500	500	-	-	0.0%	500	100.0%	(228)	
60098	DUES & FEES	0	1,342	-	2,000	2,000	-	-	0.0%	2,000	100.0%	(768)	
	TOTAL EXPENSES	0	65,004	-	49,500	28,000	-	21,500	43.4%	28,000	100.0%	71,450	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER INTERNATIONAL COMPETITION Program:3062
Program Manager: L. Mintenko/ B. Elser
Program Description: Olympic Qualification Event

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	37	-	-	-	-	-	-	-	-	-	37	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	13	
60033	MEALS & ENTERTAINMENT	474	-	-	-	-	-	-	-	-	-	474	
60034	CAR RENTAL	437	-	-	-	-	-	-	-	-	-	437	
60035	CAR RENTAL-GAS	40	-	-	-	-	-	-	-	-	-	40	
60040	AIRFARE	4,381	-	-	-	-	-	-	-	-	-	23,578	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	99	
60042	LODGING	1,271	-	-	-	-	-	-	-	-	-	2,109	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	798	
60065	EQUIPMENT/SPACE RENTAL	500	-	-	-	-	-	-	-	-	-	500	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	125	
60098	DUES & FEES	64	-	-	-	-	-	-	-	-	-	640	
	TOTAL EXPENSES	7,204	-	-	-	-	-	-	-	-	-	28,849	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER WORLD UNIVERSITY GAMES Program:3063
Program Manager: L. Mintenko/ B. Elser
Program Description: two times in quad for university athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	10	-	-	-	-	-	-	-	-	(10)	
60011	FREIGHT	0	207	-	-	-	-	-	-	-	-	(159)	
60033	MEALS & ENTERTAINMENT	0	-	-	200	-	-	200	100.0%	-	-	82	
60040	AIRFARE	0	2,030	-	10,800	-	-	10,800	100.0%	-	-	17,182	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	32	
60042	LODGING	0	-	-	8,460	-	-	8,460	100.0%	-	-	7,975	
60043	PER DIEM	0	130	-	480	-	-	480	100.0%	-	-	30	
60060	GEAR/EQUIPMENT/SIGNAGE	0	639	-	560	-	-	560	100.0%	-	-	(639)	
60061	APPAREL	0	249	-	-	-	-	-	-	-	-	1,606	
60097	OTHER PROFESSIONAL SERVICES	0	158	-	-	-	-	-	-	-	-	(158)	
60098	DUES & FEES	0	3	-	-	-	-	-	-	-	-	162	
	TOTAL EXPENSES	0	3,427	-	20,500	-	-	20,500	100.0%	-	-	26,103	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OPEN WATER WORLD CUP Program:3065

Program Manager: L. Mintenko/ B. Elser

Program Description: FINA 10K Competitions. Two races: 6 athletes, 2 coaches, 1 trainer, 1 doctor, 1 USAS, 1 other staff

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	19	-	-	-	-	-	-	-	(19)	
60005	INTERNET SERVICE	634	-	-	520	520	-	-	0.0%	520	100.0%	400	
60010	POSTAGE	5	2	7	-	-	-	-	-	-	-	41	
60011	FREIGHT	834	881	2,312	800	800	850	-	0.0%	(50)	(6.3%)	(3,806)	
60013	EXCESS BAGGAGE & TIPS	0	280	823	300	300	1,000	-	0.0%	(700)	(233.3%)	(2,403)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,983	
60017	PERSONAL CAR MILEAGE	0	-	94	300	300	-	-	0.0%	300	100.0%	(35)	
60020	SUPPLIES	975	64	1,530	500	500	500	-	0.0%	-	0.0%	(1,460)	
60033	MEALS & ENTERTAINMENT	1,298	2,860	4,113	1,040	1,040	-	-	0.0%	1,040	100.0%	(6,618)	
60034	CAR RENTAL	652	1,917	6,165	-	-	-	-	-	-	-	(7,431)	
60035	CAR RENTAL-GAS	70	205	311	-	-	-	-	-	-	-	(446)	
60036	OTHER LODGING	0	-	8,426	-	-	-	-	-	-	-	(8,426)	
60039	AIRFARE - VIK	0	25,041	33,917	-	-	-	-	-	-	-	(55,209)	
60040	AIRFARE	38,731	22,431	24,104	48,000	41,000	45,000	7,000	14.6%	(4,000)	(9.8%)	(23,249)	Budgeting two races for 6 athletes, 2 coaches, 1 trainer, 1 doctor, 1 USAS, 1 other staff
60041	GROUND TRANSPORTATION	2,573	776	384	-	-	-	-	-	-	-	2,370	
60042	LODGING	16,335	18,302	35,746	35,520	35,520	27,950	-	0.0%	7,570	21.3%	(72,451)	Budgeting two races for 6 athletes, 2 coaches, 1 trainer, 1 doctor, 1 USAS, 1 other staff
60043	PER DIEM	1,711	1,789	1,794	1,600	1,600	4,560	-	0.0%	(2,960)	(185.0%)	(6,544)	
60044	HOSPITALITY	0	-	29	-	-	-	-	-	-	-	(29)	
60046	LAUNDRY SERVICES	0	-	184	-	-	-	-	-	-	-	(184)	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	83,260	
60054	MEDAL MONEY - U S ATHLETES	0	-	-	-	-	-	-	-	-	-	1,400	
60060	GEAR/EQUIPMENT/SIGNAGE	378	-	1,934	320	320	800	-	0.0%	(480)	(150.0%)	(2,675)	
60061	APPAREL	362	719	3,251	1,000	1,000	500	-	0.0%	500	50.0%	(5,109)	
60065	EQUIPMENT/SPACE RENTAL	1,000	-	1,387	-	-	-	-	-	-	-	(387)	
60087	CREDIT CARD FEES	0	333	-	-	-	-	-	-	-	-	(318)	
60096	INSURANCE	0	-	-	-	-	750	-	-	(750)	-	(750)	
60097	OTHER PROFESSIONAL SERVICES	118	615	800	-	-	-	-	-	-	-	(383)	
60098	DUES & FEES	1,868	1,559	1,785	1,600	1,600	-	-	0.0%	1,600	100.0%	3,589	
60099	ATHLETE STIPEND	0	-	-	-	-	-	-	-	-	-	50	
TOTAL EXPENSES		67,544	77,774	129,114	91,500	84,500	81,910	7,000	7.7%	2,590	3.1%	(102,841)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER CAMPS - DOMESTIC Program:3067
Program Manager: B. Elser
Program Description: May Camp- OTC

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	45	-	-	-	-	-	-	-	(45)	
60011	FREIGHT	0	2,368	-	2,300	2,300	-	-	0.0%	2,300	100.0%	(4,668)	
60017	PERSONAL CAR MILEAGE	0	76	-	-	-	-	-	-	-	-	(76)	
60020	SUPPLIES	0	335	-	560	560	-	-	0.0%	560	100.0%	(895)	
60033	MEALS & ENTERTAINMENT	0	3,789	20	500	500	-	-	0.0%	500	100.0%	(4,309)	
60034	CAR RENTAL	0	2,281	-	1,050	1,050	-	-	0.0%	1,050	100.0%	(3,331)	
60035	CAR RENTAL-GAS	0	109	-	-	-	-	-	-	-	-	(109)	
60040	AIRFARE	0	9,024	8,860	13,000	7,000	3,000	6,000	46.2%	4,000	57.1%	(27,884)	Budgeting 6 airfare trips and 63 room nights.
60041	GROUND TRANSPORTATION	0	80	-	-	-	-	-	-	-	-	(80)	
60042	LODGING	0	17,085	-	23,590	5,000	5,670	18,590	78.8%	(670)	(13.4%)	(27,755)	Budgeting 6 airfare trips and 63 room nights.
60043	PER DIEM	0	2,663	-	-	-	-	-	-	-	-	(2,663)	
60044	HOSPITALITY	0	-	840	-	-	330	-	-	(330)	-	(1,170)	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	4,000	1,500	-	2,500	62.5%	1,500	100.0%	(1,500)	
60061	APPAREL	0	678	-	700	700	-	-	0.0%	700	100.0%	(1,378)	
60065	EQUIPMENT/SPACE RENTAL	0	4,279	-	4,500	2,000	-	2,500	55.6%	2,000	100.0%	(6,279)	
60097	OTHER PROFESSIONAL SERVICES	0	195	283	-	-	-	-	-	-	-	(478)	
60098	DUES & FEES	0	(75)	-	-	-	-	-	-	-	-	75	
	TOTAL EXPENSES	0	42,887	10,048	50,200	20,610	9,000	29,590	58.9%	11,610	56.3%	(82,544)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER - FOUNDATION Program:3068
Program Manager: B.Elser/ L. Mintenko/ S. Miller
Program Description: USAS Foundation OW Funding

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60098	DUES & FEES	0	-	-	25,000	25,000	-	-	0.0%	25,000	100.0%	(25,000)	Portion of the OW - funded donors from the Foundation.
TOTAL EXPENSES		0	-	-	25,000	25,000	-	-	0.0%	25,000	100.0%	(25,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER INTERNATIONAL CAMPS Program:3075
Program Manager: L. Mintenko/ B. Elser
Program Description: Camps before international competition. N/A in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	76	
60004	CONFERENCE CALLS	9	-	-	-	-	-	-	-	-	-	9	
60011	FREIGHT	410	2,743	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(2,191)	
60015	PRINTING AND DUPLICATION	0	7	-	-	-	-	-	-	-	-	(1)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	6,106	
60020	SUPPLIES	541	332	-	510	510	-	-	0.0%	510	100.0%	154	
60033	MEALS & ENTERTAINMENT	1,835	330	-	2,000	2,000	-	-	0.0%	2,000	100.0%	243	
60034	CAR RENTAL	1,444	100	-	1,800	1,800	-	-	0.0%	1,800	100.0%	(456)	
60035	CAR RENTAL-GAS	103	-	-	-	-	-	-	-	-	-	103	
60040	AIRFARE	8,981	34,822	-	42,000	60,000	-	(18,000)	(42.9%)	60,000	100.0%	(85,080)	
60041	GROUND TRANSPORTATION	757	34	-	-	-	-	-	-	-	-	1,760	
60042	LODGING	31,630	34,714	-	25,200	31,200	-	(6,000)	(23.8%)	31,200	100.0%	11,677	
60043	PER DIEM	758	155	-	1,890	1,890	-	-	0.0%	1,890	100.0%	(787)	
60060	GEAR/EQUIPMENT/SIGNAGE	272	-	-	300	300	-	-	0.0%	300	100.0%	489	
60061	APPAREL	750	-	-	-	-	-	-	-	-	-	750	
60065	EQUIPMENT/SPACE RENTAL	2,889	-	-	3,500	3,500	-	-	0.0%	3,500	100.0%	684	
60087	CREDIT CARD FEES	120	5	-	-	-	-	-	-	-	-	115	
60097	OTHER PROFESSIONAL SERVICES	360	-	-	400	400	-	-	0.0%	400	100.0%	(40)	
60098	DUES & FEES	0	21	-	-	-	-	-	-	-	-	206	
	TOTAL EXPENSES	50,859	73,264	-	79,100	103,100	-	(24,000)	(30.3%)	103,100	100.0%	(66,183)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER PROGRAM SUPPORT Program:3495
Program Manager: L. Mintenko/ B. Elser
Program Description: OW Equipment, Program Director/Coordinator Travel

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	14	-	-	50	50	50	-	0.0%	-	0.0%	(0)	
60005	INTERNET SERVICE	32	-	-	-	-	-	-	-	-	-	384	
60010	POSTAGE	0	4	-	-	-	-	-	-	-	-	(3)	
60011	FREIGHT	21	84	49	-	-	100	-	-	(100)	-	776	
60013	EXCESS BAGGAGE & TIPS	0	-	75	-	-	-	-	-	-	-	(75)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,009	
60017	PERSONAL CAR MILEAGE	272	-	544	300	300	600	-	0.0%	(300)	(100.0%)	(995)	
60020	SUPPLIES	31	30	94	-	-	-	-	-	-	-	741	
60033	MEALS & ENTERTAINMENT	163	75	467	1,000	1,000	500	-	0.0%	500	50.0%	(81)	
60034	CAR RENTAL	925	695	1,531	2,200	2,200	2,640	-	0.0%	(440)	(20.0%)	(6,141)	
60035	CAR RENTAL-GAS	64	113	212	-	-	-	-	-	-	-	(261)	
60036	OTHER LODGING	0	-	1,722	-	-	-	-	-	-	-	(1,722)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,359	
60040	AIRFARE	9,531	3,317	13,351	11,750	9,750	9,800	2,000	17.0%	(50)	(0.5%)	2,655	Budgeting 12 trips.
60041	GROUND TRANSPORTATION	657	236	1,714	600	600	700	-	0.0%	(100)	(16.7%)	(322)	
60042	LODGING	3,894	7,726	6,069	10,360	7,360	8,880	3,000	29.0%	(1,520)	(20.7%)	(7,261)	Budgeting 12 trips.
60043	PER DIEM	1,783	1,949	3,480	2,505	2,505	2,736	-	0.0%	(231)	(9.2%)	(539)	
60046	LAUNDRY SERVICES	0	-	-	35	35	100	-	0.0%	(65)	(185.7%)	(68)	
60049	HONORARIA - ATHLETES	0	-	1,000	-	-	-	-	-	-	-	(1,000)	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	7,576	
60054	MEDAL MONEY - U S ATHLETES	750	-	6,700	-	-	-	-	-	-	-	24,050	
60056	PROTOCOL/GIFTS	0	-	78	-	-	-	-	-	-	-	14,923	
60058	MEDAL MONEY - FOREIGN ATHLETES	0	-	-	-	-	-	-	-	-	-	1,000	
60060	GEAR/EQUIPMENT/SIGNAGE	40	815	626	-	-	1,000	-	-	(1,000)	-	(2,381)	
60061	APPAREL	178	4	-	200	200	200	-	0.0%	-	0.0%	843	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	26	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	11,826	
60098	DUES & FEES	2,090	38	16	-	-	-	-	-	-	-	3,217	
	TOTAL EXPENSES	20,444	15,086	37,728	29,000	24,000	27,306	5,000	17.2%	(3,306)	(13.8%)	54,534	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC PREP CAMPS Program:3005
Program Manager: L. Mintenko/ C. Brashier

Program Description: 2 Olympic team camps before 2020 Games, one domestic in Palo Alto and one international in Singapore

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	105	-	-	-	-	-	-	-	-	-	105	
60004	CONFERENCE CALLS	24	-	-	-	-	100	-	-	(100)	-	(76)	
60005	INTERNET SERVICE	35	-	-	-	-	-	-	-	-	-	35	
60011	FREIGHT	3,780	-	-	-	-	15,000	-	-	(15,000)	-	(11,220)	
60013	EXCESS BAGGAGE & TIPS	445	-	-	-	-	3,000	-	-	(3,000)	-	(2,555)	
60015	PRINTING AND DUPLICATION	1,474	-	-	-	-	-	-	-	-	-	1,474	
60020	SUPPLIES	5,825	-	-	-	-	6,000	-	-	(6,000)	-	(175)	
60033	MEALS & ENTERTAINMENT	3,506	-	-	-	-	15,000	-	-	(15,000)	-	(11,494)	
60034	CAR RENTAL	1,082	-	-	-	-	-	-	-	-	-	1,082	
60035	CAR RENTAL-GAS	427	-	-	-	-	500	-	-	(500)	-	(73)	
60039	AIRFARE - VIK	6,927	-	-	-	-	-	-	-	-	-	6,927	
60040	AIRFARE	121,032	-	-	-	-	325,620	-	-	(325,620)	-	(204,588)	Budgeting 2 legs of travel for 83 travelers.
60041	GROUND TRANSPORTATION	68,071	-	-	-	-	25,000	-	-	(25,000)	-	43,071	
													Budgeting 83 travelers to 2 camps for ~18 room nights. Lodging includes food and beverage
60042	LODGING	368,485	-	-	-	-	551,940	-	-	(551,940)	-	(183,455)	
60043	PER DIEM	16,593	-	-	-	-	19,635	-	-	(19,635)	-	(3,042)	
60044	HOSPITALITY	213,049	-	-	-	-	-	-	-	-	-	213,049	
60046	LAUNDRY SERVICES	2,183	-	-	-	-	2,500	-	-	(2,500)	-	(317)	
60060	GEAR/EQUIPMENT/SIGNAGE	287	-	-	-	-	-	-	-	-	-	287	
60061	APPAREL	267	-	-	-	-	-	-	-	-	-	267	
60065	EQUIPMENT/SPACE RENTAL	50,129	-	-	-	-	55,000	-	-	(55,000)	-	(4,871)	Pool space / Massage tables
60066	REPAIR/MAINTENANCE	140	-	-	-	-	-	-	-	-	-	140	
60087	CREDIT CARD FEES	11	-	-	-	-	-	-	-	-	-	11	
60097	OTHER PROFESSIONAL SERVICES	3,461	-	-	-	-	-	-	-	-	-	3,461	
60098	DUES & FEES	5,119	-	-	20,000	-	5,000	20,000	100.0%	(5,000)	-	119	
	TOTAL EXPENSES	872,459	-	-	20,000	-	1,024,295	20,000	100.0%	(1,024,295)	-	(151,836)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NAT. TEAM SPECIALTY CAMPS Program:3069
Program Manager: L. Mintenko
Program Description: 2020 Athlete onboarding

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	117	-	-	-	-	-	-	-	-	-	117	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	180	
60033	MEALS & ENTERTAINMENT	0	-	180	-	-	-	-	-	-	-	(180)	
60034	CAR RENTAL	0	-	576	-	-	-	-	-	-	-	(576)	
60039	AIRFARE - VIK	0	-	7,390	-	-	-	-	-	-	-	(7,390)	
60040	AIRFARE	1,685	-	5,036	15,000	1,000	55,000	14,000	93.3%	(54,000)	(5400.0%)	(54,430)	Budgeting 110 trips/travelers for 2 room nights.
60041	GROUND TRANSPORTATION	1,915	-	-	-	-	1,500	-	-	(1,500)	-	1,015	
60042	LODGING	7,642	-	-	5,550	2,550	22,200	3,000	54.1%	(19,650)	(770.6%)	(5,029)	Budgeting 110 trips/travelers for 2 room nights.
60043	PER DIEM	1,664	-	-	-	-	4,400	-	-	(4,400)	-	(1,591)	
60044	HOSPITALITY	2,783	-	-	2,550	1,550	10,000	1,000	39.2%	(8,450)	(545.2%)	11,705	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	7,310	
60049	HONORARIA - ATHLETES	1,500	-	-	-	-	-	-	-	-	-	1,500	
60050	HONORARIA	3,000	-	7,000	-	-	10,000	-	-	(10,000)	-	(14,000)	
60061	APPAREL	0	-	1,041	-	-	-	-	-	-	-	(1,041)	
60065	EQUIPMENT/SPACE RENTAL	1,593	-	-	5,000	-	5,900	5,000	100.0%	(5,900)	-	(161)	
60085	GRAPHICS/ART WORK	0	-	425	-	-	-	-	-	-	-	(425)	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	-	-	-	-	-	-	25,786	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	40	
	TOTAL EXPENSES	21,899	-	21,797	28,100	5,100	109,000	23,000	81.9%	(103,900)	(2037.3%)	(37,171)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ALTITUDE TRAINING CAMPS Program:3071
Program Manager: L. Mintenko/ J. Thomas
Program Description: Altitude Training

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	79	
60013	EXCESS BAGGAGE & TIPS	25	-	-	-	-	-	-	-	-	-	25	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	363	
60033	MEALS & ENTERTAINMENT	50	45	60	-	-	-	-	-	-	-	935	
60035	CAR RENTAL-GAS	0	14	148	-	-	-	-	-	-	-	(162)	
60036	OTHER LODGING	0	-	26,299	-	-	-	-	-	-	-	(26,299)	
60038	OTHER AIRFARE	0	-	8,293	-	-	-	-	-	-	-	(8,293)	
60040	AIRFARE	28,444	16,707	500	21,000	21,000	26,000	-	0.0%	(5,000)	(23.8%)	15,442	Budgeting 52 trips/stays in 2020.
60041	GROUND TRANSPORTATION	31	292	455	-	-	1,500	-	-	(1,500)	-	(1,979)	
60042	LODGING	9,390	14,926	-	18,000	18,000	4,500	-	0.0%	13,500	75.0%	9,754	Budgeting 52 trips/stays in 2020.
60075	AUTOMOBILE EXPENSE	0	-	40	-	-	-	-	-	-	-	(40)	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	(3)	
60092	BANK FEES	0	-	-	-	-	-	-	-	-	-	60	
60097	OTHER PROFESSIONAL SERVICES	9,250	-	-	-	-	-	-	-	-	-	37,050	
	TOTAL EXPENSES	47,189	31,984	35,794	39,000	39,000	32,000	-	0.0%	7,000	17.9%	26,932	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM CAMPS Program:3073
Program Manager: L. Mintenko/ J. Thomas
Program Description: Camps for NT Athletes at OTC

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	14	279	-	-	-	-	-	-	-	(294)	Less in Olympic Year. Budgeting 36 trips to OTC.
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	(50)	
60017	PERSONAL CAR MILEAGE	0	1,347	1,126	1,500	1,500	-	-	0.0%	1,500	100.0%	(3,973)	
60020	SUPPLIES	0	-	2,320	-	-	-	-	-	-	-	(2,320)	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	1,500	-	-	(1,500)	-	(1,500)	
60038	OTHER AIRFARE	0	-	48	-	-	-	-	-	-	-	(48)	
60040	AIRFARE	5,170	4,258	14,658	15,000	15,000	18,000	-	0.0%	(3,000)	(20.0%)	(33,705)	
60041	GROUND TRANSPORTATION	0	5,250	12,387	4,000	12,100	500	(8,100)	(202.5%)	11,600	95.9%	(30,237)	
60042	LODGING	1,440	31,220	-	-	-	-	-	-	-	-	(29,780)	
60043	PER DIEM	0	-	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(1,500)	
60050	HONORARIA	1,000	-	16,500	-	5,000	-	(5,000)	-	5,000	100.0%	(20,500)	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	1,000	
60065	EQUIPMENT/SPACE RENTAL	0	830	7,954	18,000	20,200	-	(2,200)	(12.2%)	20,200	100.0%	(28,984)	
60097	OTHER PROFESSIONAL SERVICES	0	354	583	-	-	-	-	-	-	-	(937)	
60098	DUES & FEES	0	-	-	3,000	-	-	3,000	100.0%	-	-	112	
	TOTAL EXPENSES	7,610	43,323	55,855	43,000	55,300	20,000	(12,300)	(28.6%)	35,300	63.8%	(152,716)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM INTERNATIONAL CAMPS Program:3076
Program Manager: L. Mintenko/ C. Brashier
Program Description: Camps before international competition. N/A in Olympic Year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	181	
60011	FREIGHT	0	10,164	1,312	10,000	10,000	-	-	0.0%	10,000	100.0%	(11,430)	
60013	EXCESS BAGGAGE & TIPS	0	-	50	-	1,000	-	(1,000)	-	1,000	100.0%	(970)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	8,182	
60020	SUPPLIES	0	(236)	2,949	5,040	5,040	-	-	0.0%	5,040	100.0%	(1,470)	
60033	MEALS & ENTERTAINMENT	0	7,335	76,733	6,000	6,000	-	-	0.0%	6,000	100.0%	(45,509)	
60034	CAR RENTAL	0	650	236	2,100	2,100	-	-	0.0%	2,100	100.0%	(2,986)	
60040	AIRFARE	0	181,461	(3,527)	144,000	119,000	-	25,000	17.4%	119,000	100.0%	(245,630)	
60041	GROUND TRANSPORTATION	0	30,655	29,634	15,000	15,000	-	-	0.0%	15,000	100.0%	(51,028)	
60042	LODGING	0	123,695	158,581	362,000	232,000	-	130,000	35.9%	232,000	100.0%	(176,804)	
60043	PER DIEM	0	-	593	21,960	21,960	-	-	0.0%	21,960	100.0%	(8,464)	
60046	LAUNDRY SERVICES	0	1,150	959	2,000	2,000	-	-	0.0%	2,000	100.0%	(3,639)	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	500	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	500	500	-	-	0.0%	500	100.0%	(166)	
60061	APPAREL	0	556	-	-	-	-	-	-	-	-	(556)	
60065	EQUIPMENT/SPACE RENTAL	0	10,066	12,310	15,000	30,000	-	(15,000)	(100.0%)	30,000	100.0%	(3,671)	
60087	CREDIT CARD FEES	0	187	142	-	-	-	-	-	-	-	(330)	
60097	OTHER PROFESSIONAL SERVICES	0	835	4,876	10,000	10,000	-	-	0.0%	10,000	100.0%	(15,303)	
60098	DUES & FEES	0	14	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(693)	
	TOTAL EXPENSES	0	366,532	284,848	594,600	455,600	-	139,000	23.4%	455,600	100.0%	(559,786)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADVANCE TEAM VISITS Program:3479
Program Manager: L. Mintenko/ C Brashier
Program Description: Site Visit Travel

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	7	-	-	-	-	-	-	-	-	-	70	
60011	FREIGHT	60	-	22	-	-	-	-	-	-	-	305	
60013	EXCESS BAGGAGE & TIPS	2	15	-	-	-	-	-	-	-	-	(13)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,882	
60017	PERSONAL CAR MILEAGE	91	230	70	100	100	500	-	0.0%	(400)	(400.0%)	237	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	2	
60033	MEALS & ENTERTAINMENT	115	353	-	150	150	400	-	0.0%	(250)	(166.7%)	65	
60034	CAR RENTAL	704	312	-	450	450	-	-	0.0%	450	100.0%	(58)	
60035	CAR RENTAL-GAS	40	56	-	-	-	-	-	-	-	-	(16)	
60040	AIRFARE	7,698	18,229	11,135	12,000	17,000	8,000	(5,000)	(41.7%)	9,000	52.9%	(4,091)	Budgeting 4
60041	GROUND TRANSPORTATION	1,110	2,843	1,068	1,500	1,500	1,000	-	0.0%	500	33.3%	(2,032)	
60042	LODGING	2,974	3,546	3,353	4,400	4,400	4,440	-	0.0%	(40)	(0.9%)	(4,105)	Budgeting 4
60043	PER DIEM	1,889	2,125	1,812	2,400	2,400	2,160	-	0.0%	240	10.0%	519	
60044	HOSPITALITY	0	1,488	-	-	-	-	-	-	-	-	(1,488)	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	16	
60056	PROTOCOL/GIFTS	0	77	-	-	-	200	-	-	(200)	-	(277)	
60061	APPAREL	451	-	-	-	-	-	-	-	-	-	451	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	52	
60097	OTHER PROFESSIONAL SERVICES	0	640	507	-	-	-	-	-	-	-	(1,147)	
60098	DUES & FEES	693	49	29	-	100	100	(100)	-	-	0.0%	3,076	
	TOTAL EXPENSES	15,836	29,962	17,997	21,000	26,100	16,800	(5,100)	(24.3%)	9,300	35.6%	(6,552)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD CUP ATHLETE SUPPORT Program:3021
Program Manager: L. Mintenko/ C. Brashier/ S. Miller
Program Description: Travel assistance for athletes to travel to FINA World Cup events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	71	-	-	-	-	-	-	-	-	-	2,898	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	2	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	10	
60036	OTHER LODGING	0	-	3,081	-	-	-	-	-	-	-	(3,081)	
60040	AIRFARE	18,305	(180)	(652)	2,500	-	-	2,500	100.0%	-	-	163,527	
60041	GROUND TRANSPORTATION	0	301	464	-	-	-	-	-	-	-	(280)	
60042	LODGING	3,329	1,246	-	5,000	-	-	5,000	100.0%	-	-	87,824	
60043	PER DIEM	0	40	-	2,000	-	-	2,000	100.0%	-	-	1,311	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	5	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	30	
60087	CREDIT CARD FEES	855	210	1,621	-	-	-	-	-	-	-	(975)	
60092	BANK FEES	0	40	-	-	2,000	-	(2,000)	-	2,000	100.0%	(2,040)	
60097	OTHER PROFESSIONAL SERVICES	0	124	-	-	-	-	-	-	-	-	470	
60098	DUES & FEES	800	1,020	25	-	-	-	-	-	-	-	8,401	
	TOTAL EXPENSES	23,360	2,801	4,539	9,500	2,000	-	7,500	78.9%	2,000	100.0%	258,101	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SWIM SQUADS Program:3024
Program Manager: N/A
Program Description: N/A

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	34	-	-	-	-	-	-	-	(34)	
60020	SUPPLIES	0	-	52	-	-	-	-	-	-	-	(52)	
60036	OTHER LODGING	0	-	2,286	-	-	-	-	-	-	-	(2,286)	
60040	AIRFARE	0	-	3,548	-	-	-	-	-	-	-	(3,548)	
60041	GROUND TRANSPORTATION	0	-	341	-	-	-	-	-	-	-	(341)	
60043	PER DIEM	0	-	456	-	-	-	-	-	-	-	(456)	
60049	HONORARIA - ATHLETES	0	12,000	15,000	-	-	-	-	-	-	-	(27,000)	
60055	AWARDS	0	-	10,000	-	-	-	-	-	-	-	(10,000)	
60097	OTHER PROFESSIONAL SERVICES	0	-	358	-	-	-	-	-	-	-	(358)	
	TOTAL EXPENSES	0	12,000	32,076	-	-	-	-	-	-	-	(44,076)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PRO SWIM SERIES ATHLETE SUPPORT Program:3025
Program Manager: L. Mintenko/ S. Michael- Miller
Program Description: Support for NT Athletes to attend TPSS events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	16	14	-	-	-	-	-	-	-	-	111	Honoraria = Appearance fees for Post-Grads: \$1000 for top 8; \$500 for top 16; \$300 for top 32 and National Team; 4 Pro Swim Series Meets.
60036	OTHER LODGING	0	-	26,345	-	-	-	-	-	-	-	(26,345)	
60041	GROUND TRANSPORTATION	0	-	475	-	-	-	-	-	-	-	(475)	
60042	LODGING	0	-	(346)	-	-	-	-	-	-	-	1,607	
60049	HONORARIA - ATHLETES	0	83,700	106,000	140,000	140,000	155,000	-	0.0%	(15,000)	(10.7%)	(484,700)	Prize Money = \$1500, \$1000, and \$500 for 28 events per meet for 4 meets (\$336,000 total) and \$10,000 per gender bonus (\$20,000 total).
60051	ATHLETE MEET REIMBURSEMENTS	123,120	107,329	146,022	120,000	120,000	111,000	-	0.0%	9,000	7.5%	(15,897)	
60054	MEDAL MONEY - U S ATHLETES	184,221	130,872	277,780	570,000	470,000	356,000	100,000	17.5%	114,000	24.3%	(578,967)	
60055	AWARDS	0	-	6,001	-	-	-	-	-	-	-	(6,001)	
60058	MEDAL MONEY - FOREIGN ATHLETES	81,600	31,774	54,200	-	-	-	-	-	-	-	33,126	
60075	AUTOMOBILE EXPENSE	0	-	416	-	-	-	-	-	-	-	(416)	
60087	CREDIT CARD FEES	20	-	-	-	-	-	-	-	-	-	20	
60098	DUES & FEES	0	(1,000)	-	-	-	-	-	-	-	-	1,015	
TOTAL EXPENSES		388,977	352,689	616,893	830,000	730,000	622,000	100,000	12.0%	108,000	14.8%	(1,076,922)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE SUPPORT - STIPENDS & GRANTS Program:3101
Program Manager: L. Mintenko/ S. Michael- Miller
Program Description: athlete monthly assistance and grants

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60052	EXPENSES: DO NOT USE !!	199,970	-	-	-	-	-	-	-	-	-	794,774	
60099	ATHLETE STIPEND	1,405,351	1,294,337	1,508,376	1,584,800	1,734,800	1,725,000	(150,000)	(9.5%)	9,800	0.6%	(355,414)	
	TOTAL EXPENSES	1,605,320	1,294,337	1,508,376	1,584,800	1,734,800	1,725,000	(150,000)	(9.5%)	9,800	0.6%	439,361	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE SUPPORT - MEDALS & RECORDS Program:3103
Program Manager: L. Mintenko/ S. Michael- Miller
Program Description: Athlete medal bonuses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60054	MEDAL MONEY - U S ATHLETES	1,564,286	708,750	450,000	600,000	472,500	1,010,000	127,500	21.3%	(537,500)	(113.8%)	72,286	Just Worlds in 2019, just Olympics in 2020.
	TOTAL EXPENSES	1,564,286	708,750	450,000	600,000	472,500	1,010,000	127,500	21.3%	(537,500)	(113.8%)	72,286	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PHILLIPS 66 ATHLETE SUPPORT Program:3106
Program Manager: L. Mintenko/ S. Miller
Program Description: Support for athletes to attend National Champs

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	31	
60036	OTHER LODGING	0	-	3,111	-	-	-	-	-	-	-	(3,111)	
60041	GROUND TRANSPORTATION	0	575	-	-	-	-	-	-	-	-	(575)	
60051	ATHLETE MEET REIMBURSEMENTS	90,345	92,438	93,695	100,000	100,000	100,000	-	0.0%	-	0.0%	1,287	
60054	MEDAL MONEY - U S ATHLETES	0	1,300	45,323	-	50,000	-	(50,000)	-	50,000	100.0%	(96,623)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	400	
60098	DUES & FEES	363	-	-	-	-	-	-	-	-	-	363	
	TOTAL EXPENSES	90,708	94,313	142,129	100,000	150,000	100,000	(50,000)	(50.0%)	50,000	33.3%	(98,228)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE SUPPORT-OP GOLD QUALIFICATION BONUS Program:3107
Program Manager: L. Mintenko/ S. Michael- Miller
Program Description: Operation Gold Qualification Bonus

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2: EXPENSES:													
60053	RECORD BONUSES	0	-	-	585,000	585,000	670,000	-	0.0%	(85,000)	(14.5%)	(1,255,000)	2020 Qualification Bonus (Pool) - 2020 Olympic Team Members - Individual Olympic Events (36 unique athletes x \$15,000) and relay athletes (9 athletes x \$7500) = \$607,500 bonus. (Open Water): 2020 Olympic Team Members - \$15,000 x 3 athletes = \$45,000 bonus
60054	MEDAL MONEY - U S ATHLETES	0	309,111	479,935	-	-	-	-	-	-	-	(789,046)	
TOTAL EXPENSES		0	309,111	479,935	585,000	585,000	670,000	-	0.0%	(85,000)	(14.5%)	(2,044,046)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM UNIFORMING (VIK) Program:3110
Program Manager: L. Mintenko/ K. O'Donnell
Program Description: VIK usage from our Apparel Sponsors.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60062	EXPENSES:												
	APPAREL - VIK	183,294	263,754	197,910	325,000	350,000	325,000	(25,000)	(7.7%)	25,000	7.1%	(4,592)	
	TOTAL EXPENSES	183,294	263,754	197,910	325,000	350,000	325,000	(25,000)	(7.7%)	25,000	7.1%	(4,592)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE SUPPORT - OLYMPIC PREP Program:3120
Program Manager: L. Mintenko
Program Description: Support of NT Athletes for Olympic Success

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	0	423	-	-	-	-	-	-	-	-	977	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	12,656	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	10,594	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	1,998	
60098	DUES & FEES	0	22	-	-	-	-	-	-	-	-	(22)	
60099	ATHLETE STIPEND	22,348	13,187	-	20,000	3,000	15,000	17,000	85.0%	(12,000)	(400.0%)	37,160	
60110	ATHLETE - TUITION	0	-	-	-	-	-	-	-	-	-	6,055	
	TOTAL EXPENSES	22,348	13,632	-	20,000	3,000	15,000	17,000	85.0%	(12,000)	(400.0%)	69,419	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
STRENGTH & CONDITIONING GRANT Program:3125
Program Manager: L. Mintenko
Program Description: N/A in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	813	-	-	-	-	-	-	-	-	-	1,847	
60042	LODGING	2,053	-	-	-	-	-	-	-	-	-	2,053	
60060	GEAR/EQUIPMENT/SIGNAGE	13,483	-	-	-	-	-	-	-	-	-	57,166	
60087	CREDIT CARD FEES	285	-	-	-	-	-	-	-	-	-	1,560	
60097	OTHER PROFESSIONAL SERVICES	53,052	-	-	-	-	-	-	-	-	-	53,842	
60098	DUES & FEES	29,955	-	-	-	-	-	-	-	-	-	41,380	
	TOTAL EXPENSES	99,641	-	-	-	-	-	-	-	-	-	157,847	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM INVESTMENT GRANT Program:3127
Program Manager: L Mintenko/ S Michael Miller
Program Description: Investment Grant for top ranked athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	135	122	-	-	-	-	-	-	-	(257)	
60052	DO NOT USE !!	0	35,849	(0)	-	-	-	-	-	-	-	(35,849)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	17,860	1,731	-	-	-	-	-	-	-	(19,591)	
60061	APPAREL	0	831	(156)	-	-	-	-	-	-	-	(675)	
60100	GRANTS	0	161,746	587,699	600,000	600,000	300,000	-	0.0%	300,000	50.0%	(1,649,445)	Grants to be applied for those who are Top 8 in the world or if one's club wins at Worlds.
	TOTAL EXPENSES	0	216,421	589,396	600,000	600,000	300,000	-	0.0%	300,000	50.0%	(1,705,817)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FOUND TRAVEL & TRAIN ENDOWMENT Program:3130
Program Manager: L. Mintenko/ S. Michael-Miller
Program Description: Travel and Training Grant program for NT athletes.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60050	HONORARIA	0	-	1,200	-	-	-	-	-	-	-	(1,200)	
60052	DO NOT USE !!	0	19,120	-	-	-	-	-	-	-	-	(19,120)	
60100	GRANTS	0	19,662	29,785	80,000	55,000	50,000	25,000	31.3%	5,000	9.1%	(70,447)	Grants from the Foundation's NT Travel & Training Fund.
	TOTAL EXPENSES	0	38,782	30,985	80,000	55,000	50,000	25,000	31.3%	5,000	9.1%	(90,767)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FOUND ATH ENDOWMENTS Program:3131
Program Manager: Lindsay Mintenko
Program Description: Donor Athlete Partnership Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60049	HONORARIA - ATHLETES	0	27,500	-	-	-	-	-	-	-	-	(27,500)	
60100	GRANTS	0	-	62,500	80,000	80,000	80,000	-	0.0%	-	0.0%	(222,500)	
	TOTAL EXPENSES	0	27,500	62,500	80,000	80,000	80,000	-	0.0%	-	0.0%	(250,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DOPING CONTROL Program:3453
Program Manager: S. Miller
Program Description: Doping Control Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	23	49	-	200	200	153	-	0.0%	47	23.5%	(374)	
60005	INTERNET SERVICE	0	-	-	201	201	150	-	0.0%	51	25.4%	(288)	
60011	FREIGHT	0	27	242	100	100	100	-	0.0%	-	0.0%	440	
60013	EXCESS BAGGAGE & TIPS	70	-	75	-	-	-	-	-	-	-	(5)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,604	
60017	PERSONAL CAR MILEAGE	0	44	45	-	-	-	-	-	-	-	(89)	
60020	SUPPLIES	0	-	-	2,500	2,500	3,000	-	0.0%	(500)	(20.0%)	(2,218)	
60033	MEALS & ENTERTAINMENT	0	-	-	400	400	-	-	0.0%	400	100.0%	(383)	
60034	CAR RENTAL	1,449	1,073	951	2,400	2,400	1,350	-	0.0%	1,050	43.8%	(4,326)	
60035	CAR RENTAL-GAS	116	67	134	-	-	-	-	-	-	-	(85)	
60036	OTHER LODGING	0	-	298	-	-	-	-	-	-	-	(298)	
60040	AIRFARE	3,718	2,611	5,758	7,000	2,000	4,000	5,000	71.4%	(2,000)	(100.0%)	(3,717)	
60041	GROUND TRANSPORTATION	509	472	475	-	-	-	-	-	-	-	231	
60042	LODGING	5,335	5,625	5,021	8,510	3,510	7,030	5,000	58.8%	(3,520)	(100.3%)	(7,383)	
60043	PER DIEM	2,629	1,851	2,198	4,389	4,389	2,166	-	0.0%	2,223	50.6%	(4,275)	
60049	HONORARIA - ATHLETES	0	-	-	5,000	5,000	-	-	0.0%	5,000	100.0%	(5,000)	2020 fellowship programs to be discontinued
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	24	
60094	LEGAL FEES	0	-	-	1,000	1,000	1,001	-	0.0%	(1)	(0.1%)	(2,001)	
60097	OTHER PROFESSIONAL SERVICES	21,183	16,696	-	20,000	10,000	10,000	10,000	50.0%	-	0.0%	(9,574)	YOY increase due to educational videos on webonize and filming of athletes/coaches for educational videos, creation of (filming and editing and talent) of a Clean Sport PSA, etc.
60098	DUES & FEES	4,700	-	2,700	18,500	8,500	18,500	10,000	54.1%	(10,000)	(117.6%)	(24,850)	
	TOTAL EXPENSES	39,732	28,515	17,896	70,200	40,200	47,450	30,000	42.7%	(7,250)	(18.0%)	(61,566)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH EDUCATION Program:3010
Program Manager: L. Mintenko/ M. Barbini
Program Description: Coach Mentoring Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	9	-	-	-	-	-	-	-	-	-	9	
60011	FREIGHT	0	-	214	-	-	-	-	-	-	-	(214)	
60016	CAR RENTAL/GAS	209	-	-	-	-	-	-	-	-	-	6,648	
60017	PERSONAL CAR MILEAGE	0	491	78	-	-	-	-	-	-	-	(196)	
60033	MEALS & ENTERTAINMENT	772	1,469	1,017	-	-	-	-	-	-	-	346	
60034	CAR RENTAL	1,556	1,015	2,415	4,500	4,500	3,600	-	0.0%	900	20.0%	(9,974)	
60035	CAR RENTAL-GAS	53	636	94	-	-	-	-	-	-	-	(677)	
60036	OTHER LODGING	0	-	5,648	-	-	-	-	-	-	-	(5,648)	
60038	OTHER AIRFARE	0	-	4,035	-	-	-	-	-	-	-	(4,035)	
60040	AIRFARE	6,959	7,261	422	7,500	7,500	6,000	-	0.0%	1,500	20.0%	2,960	Budgeting 12 trips at an average of 4 nights per trip.
60041	GROUND TRANSPORTATION	80	159	254	80	80	-	-	0.0%	80	100.0%	16	
60042	LODGING	5,519	7,349	-	11,100	11,100	8,880	-	0.0%	2,220	20.0%	(1,511)	Budgeting 12 trips at an average of 4 nights per trip.
60043	PER DIEM	0	-	-	3,420	3,420	2,736	-	0.0%	684	20.0%	(5,922)	
60050	HONORARIA	6,500	5,500	4,500	7,500	7,500	5,500	-	0.0%	2,000	26.7%	500	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	1,400	-	-	-	-	-	-	-	(1,400)	
60097	OTHER PROFESSIONAL SERVICES	0	-	900	-	-	-	-	-	-	-	(900)	
60098	DUES & FEES	0	4,107	7,774	-	-	-	-	-	-	-	(11,881)	
	TOTAL EXPENSES	21,658	27,986	28,750	34,100	34,100	26,716	-	0.0%	7,384	21.7%	(31,878)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM COACHES MEETING Program:3077
Program Manager: L. Mintenko/ K. Floyd
Program Description: Coaches Meeting for NT and NJT coaches

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	8	-	-	-	-	-	-	-	(8)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	31	
60011	FREIGHT	53	-	305	-	-	-	-	-	-	-	667	
60015	PRINTING AND DUPLICATION	262	-	217	1,500	1,500	500	-	0.0%	1,000	66.7%	(1,851)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	337	
60017	PERSONAL CAR MILEAGE	0	65	671	-	-	-	-	-	-	-	(236)	
60020	SUPPLIES	0	345	495	275	275	-	-	0.0%	275	100.0%	2,102	
60033	MEALS & ENTERTAINMENT	0	467	603	-	-	-	-	-	-	-	6,279	
60034	CAR RENTAL	0	338	169	-	-	-	-	-	-	-	(507)	
60035	CAR RENTAL-GAS	0	129	14	-	-	-	-	-	-	-	(144)	
60036	OTHER LODGING	0	-	23,637	-	-	-	-	-	-	-	(23,637)	
60038	OTHER AIRFARE	0	-	1,243	-	-	-	-	-	-	-	(1,243)	
60039	AIRFARE - VIK	0	-	252	-	-	-	-	-	-	-	36,061	
60040	AIRFARE	423	49,530	36,967	35,000	35,000	-	-	0.0%	35,000	100.0%	3,535	Budgeting less in Olympic year.
60041	GROUND TRANSPORTATION	0	2,358	3,150	3,000	3,000	-	-	0.0%	3,000	100.0%	(6,395)	
60042	LODGING	3,670	20,642	2,188	26,025	26,025	3,000	-	0.0%	23,025	88.5%	(20,813)	Budgeting less in Olympic year.
60043	PER DIEM	0	-	5,441	4,200	4,200	-	-	0.0%	4,200	100.0%	(9,641)	
60044	HOSPITALITY	1,270	8,010	13,735	10,000	10,000	1,500	-	0.0%	8,500	85.0%	(6,567)	
60050	HONORARIA	0	4,000	-	20,000	20,000	-	-	0.0%	20,000	100.0%	(12,000)	
60056	PROTOCOL/GIFTS	0	1,728	4,109	-	-	-	-	-	-	-	(1,957)	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	334	
60065	EQUIPMENT/SPACE RENTAL	0	-	12,811	14,000	14,000	-	-	0.0%	14,000	100.0%	(26,087)	
60097	OTHER PROFESSIONAL SERVICES	0	10,000	3,800	-	-	-	-	-	-	-	16,070	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	6,250	
	TOTAL EXPENSES	5,678	97,612	109,813	114,000	114,000	5,000	-	0.0%	109,000	95.6%	(39,417)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR TEAM COACHES MEETING Program:3078
Program Manager: L. Mintenko
Program Description: Jr. Team Coaches Meeting

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	10	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	675	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	16,886	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	75	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	5,263	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	22,909	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TEAM LOGISTICS SEMINAR Program:3079
Program Manager: L. Mintenko/ C. Brashier
Program Description: Twice a year team manager seminar in conjunction with convention. N/A.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60015	PRINTING AND DUPLICATION	11	-	-	-	-	-	-	-	-	-	11	
60040	AIRFARE	282	-	-	-	-	-	-	-	-	-	282	
60042	LODGING	213	-	-	-	-	-	-	-	-	-	213	
60043	PER DIEM	57	-	-	-	-	-	-	-	-	-	57	
	TOTAL EXPENSES	563	-	-	-	-	-	-	-	-	-	563	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC TEAM PREP ASSISTANCE Program:3210
Program Manager: L. Mintenko
Program Description: Support for clubs to support NT Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	442	Grant application for Clubs who support NT athletes.
60034	CAR RENTAL	0	184	-	-	-	3,000	-	-	(3,000)	-	(3,184)	
60040	AIRFARE	719	221	-	-	2,500	6,500	(2,500)	-	(4,000)	(160.0%)	(8,502)	
60041	GROUND TRANSPORTATION	207	-	-	-	-	-	-	-	-	-	207	
60042	LODGING	136	1,785	-	-	2,500	12,950	(2,500)	-	(10,450)	(418.0%)	(13,847)	
60043	PER DIEM	0	-	-	-	-	3,990	-	-	(3,990)	-	(3,990)	
60049	HONORARIA - ATHLETES	5,000	-	-	-	-	-	-	-	-	-	5,000	
60050	HONORARIA	0	5,000	5,000	-	-	-	-	-	-	-	(2,500)	
60097	OTHER PROFESSIONAL SERVICES	4,858	180	15,000	-	15,000	-	(15,000)	-	15,000	100.0%	(18,993)	
60100	GRANTS	0	-	-	20,000	35,000	60,000	(15,000)	(75.0%)	(25,000)	(71.4%)	(87,000)	
	TOTAL EXPENSES	10,919	7,370	20,000	20,000	55,000	86,440	(35,000)	(175.0%)	(31,440)	(57.2%)	(132,367)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH INCENTIVE & REWARD PROGRAM Program:3203
Program Manager: L. Mintenko
Program Description: Payments to coaches for Op Gold Medal performances by athletes.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60055	EXPENSES:												
	AWARDS	330,000	330,001	326,464	330,000	330,000	330,000	-	0.0%	-	0.0%	6,536	
	TOTAL EXPENSES	330,000	330,001	326,464	330,000	330,000	330,000	-	0.0%	-	0.0%	6,536	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM TECH ADVISOR Program:3220
Program Manager: L. Mintenko
Program Description: Expenses for NT Tech Advisor.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	212	-	-	-	-	-	-	-	(212)	
60020	SUPPLIES	0	-	71	2,020	2,020	-	-	0.0%	2,020	100.0%	(2,091)	
60033	MEALS & ENTERTAINMENT	0	-	197	-	-	-	-	-	-	-	(197)	
60034	CAR RENTAL	0	-	2,156	3,000	3,000	1,800	-	0.0%	1,200	40.0%	(6,956)	
60035	CAR RENTAL-GAS	0	-	60	-	-	-	-	-	-	-	(60)	
60036	OTHER LODGING	0	-	5,042	-	-	-	-	-	-	-	(5,042)	
60038	OTHER AIRFARE	0	-	1,955	-	-	-	-	-	-	-	(1,955)	
60040	AIRFARE	0	-	3,445	9,000	9,000	5,600	-	0.0%	3,400	37.8%	(18,045)	
60041	GROUND TRANSPORTATION	0	-	148	-	-	-	-	-	-	-	(148)	
60042	LODGING	0	-	-	7,400	7,400	6,290	-	0.0%	1,110	15.0%	(13,690)	
60043	PER DIEM	0	-	2,988	2,280	2,280	1,938	-	0.0%	342	15.0%	(7,206)	
60097	OTHER PROFESSIONAL SERVICES	0	-	3,800	-	-	-	-	-	-	-	(3,800)	
61056	CONTRACT LABOR-NATIONAL TEAM	0	-	30,000	60,000	60,000	60,000	-	0.0%	-	0.0%	(150,000)	
	TOTAL EXPENSES	0	-	50,073	83,700	83,700	75,628	-	0.0%	8,072	9.6%	(209,401)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM CONSULTANTS Program:3222
Program Manager: L. Mintenko
Program Description: Consultant to National Team.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	206	-	-	-	-	-	-	-	(206)	
60015	PRINTING AND DUPLICATION	23	-	-	-	-	-	-	-	-	-	23	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,546	
60017	PERSONAL CAR MILEAGE	46	-	37	90	90	500	-	0.0%	(410)	(455.6%)	(152)	
60020	SUPPLIES	61	-	-	206	206	192	-	0.0%	14	6.8%	(337)	
60033	MEALS & ENTERTAINMENT	279	-	145	-	-	-	-	-	-	-	134	
60034	CAR RENTAL	737	-	701	900	900	675	-	0.0%	225	25.0%	(1,539)	
60035	CAR RENTAL-GAS	132	-	54	-	-	-	-	-	-	-	77	
60036	OTHER LODGING	0	-	2,589	-	-	-	-	-	-	-	(2,589)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	561	
60040	AIRFARE	2,750	-	2,384	3,000	3,000	3,000	-	0.0%	-	0.0%	1,328	
60041	GROUND TRANSPORTATION	944	-	420	-	-	-	-	-	-	-	1,331	
60042	LODGING	4,004	-	-	2,220	2,220	3,330	-	0.0%	(1,110)	(50.0%)	5,195	
60043	PER DIEM	197	-	432	684	684	1,026	-	0.0%	(342)	(50.0%)	(1,945)	
60044	HOSPITALITY	0	-	847	-	-	1,500	-	-	(1,500)	-	(2,347)	
60056	PROTOCOL/GIFTS	0	-	49	-	-	-	-	-	-	-	(49)	
60097	OTHER PROFESSIONAL SERVICES	0	-	22,000	-	-	-	-	-	-	-	(22,000)	
60098	DUES & FEES	0	-	180	-	-	-	-	-	-	-	(180)	
61056	CONTRACT LABOR-NATIONAL TEAM	16,000	-	-	30,000	27,000	26,400	3,000	10.0%	600	2.2%	35,100	
	TOTAL EXPENSES	25,172	-	30,044	37,100	34,100	36,623	3,000	8.1%	(2,523)	(7.4%)	13,951	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC STAFF RECOGNITION Program:3460
Program Manager: L. Mintenko
Program Description: Allowance for incidentals for international team staff.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60034	CAR RENTAL	145	-	-	-	-	-	-	-	-	-	145	
60041	GROUND TRANSPORTATION	34	-	-	-	-	-	-	-	-	-	34	
60043	PER DIEM	9,860	5,160	3,060	-	-	-	-	-	-	-	11,045	
60050	HONORARIA	18,575	25,950	8,700	37,000	30,000	30,000	7,000	18.9%	-	0.0%	(21,040)	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	490	
	TOTAL EXPENSES	28,613	31,110	11,760	37,000	30,000	30,000	7,000	18.9%	-	0.0%	(9,327)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USOPC PRACTITIONER TRAVEL SUPPORT Program:3310
Program Manager: L. Mintenko/ K. Robinson
Program Description: Travel for USOPC providers

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60013	EXCESS BAGGAGE & TIPS	0	186	-	235	235	-	-	0.0%	235	100.0%	(421)	
60017	PERSONAL CAR MILEAGE	0	168	-	200	200	-	-	0.0%	200	100.0%	(368)	
60020	SUPPLIES	0	8,396	5,425	3,000	3,000	5,004	-	0.0%	(2,004)	(66.8%)	(21,825)	
60033	MEALS & ENTERTAINMENT	0	-	176	-	-	-	-	-	-	-	(176)	
60034	CAR RENTAL	0	-	529	3,375	5,000	1,200	(1,625)	(48.1%)	3,800	76.0%	(6,729)	
60035	CAR RENTAL-GAS	0	-	34	-	-	-	-	-	-	-	(34)	
60036	OTHER LODGING	0	-	4,974	-	-	-	-	-	-	-	(4,974)	
60040	AIRFARE	0	12,861	8,934	7,500	17,500	13,200	(10,000)	(133.3%)	4,300	24.6%	(52,495)	Budgeting 15 trips.
60041	GROUND TRANSPORTATION	0	352	246	500	500	-	-	0.0%	500	100.0%	(1,098)	
60042	LODGING	0	15,588	-	8,325	17,500	26,160	(9,175)	(110.2%)	(8,660)	(49.5%)	(59,248)	Budgeting 15 trips.
60043	PER DIEM	0	302	-	2,565	3,000	3,936	(435)	(17.0%)	(936)	(31.2%)	(7,238)	
60097	OTHER PROFESSIONAL SERVICES	0	-	1,108	-	-	-	-	-	-	-	(1,108)	
60098	DUES & FEES	0	764	-	1,000	13,000	-	(12,000)	(1200.0%)	13,000	100.0%	(13,764)	
	TOTAL EXPENSES	0	38,617	21,426	26,700	59,935	49,500	(33,235)	(124.5%)	10,435	17.4%	(169,478)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM PERFORMANCE SUPPORT Program:3301
Program Manager: L. Mintenko/ K. Arnold
Program Description: NT High Performance Support

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	13	
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	47	
60004	CONFERENCE CALLS	14	113	161	-	-	-	-	-	-	-	(193)	
60005	INTERNET SERVICE	6	4	-	50	50	-	-	0.0%	50	100.0%	1,293	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	2,132	
60010	POSTAGE	0	6	-	-	-	-	-	-	-	-	272	
60011	FREIGHT	8,606	6,156	6,925	7,500	7,500	10,000	-	0.0%	(2,500)	(33.3%)	4,406	
60013	EXCESS BAGGAGE & TIPS	110	130	95	100	100	100	-	0.0%	-	0.0%	(315)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	261	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	25,158	
60017	PERSONAL CAR MILEAGE	437	338	2,168	1,000	1,000	2,000	-	0.0%	(1,000)	(100.0%)	(2,959)	
60019	FURNITURE & FIXTURES	0	955	-	-	-	-	-	-	-	-	(955)	
60020	SUPPLIES	4,599	760	184	750	750	2,500	-	0.0%	(1,750)	(233.3%)	8,730	
60030	SOFTWARE	180	13,765	629	500	500	1,000	-	0.0%	(500)	(100.0%)	(16,248)	
60033	MEALS & ENTERTAINMENT	1,535	1,803	3,467	1,500	1,500	3,000	-	0.0%	(1,500)	(100.0%)	(3,201)	
60034	CAR RENTAL	6,485	6,562	10,297	13,125	13,125	12,525	-	0.0%	600	4.6%	(36,024)	
60035	CAR RENTAL-GAS	493	484	860	-	-	1,000	-	-	(1,000)	-	(1,852)	
60036	OTHER LODGING	0	-	2,878	-	-	-	-	-	-	-	(2,878)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	5,018	
60040	AIRFARE	23,707	25,992	27,807	31,000	31,000	28,800	-	0.0%	2,200	7.1%	(8,821)	Budgeting 48 trips.
60041	GROUND TRANSPORTATION	4,054	4,223	5,310	2,000	2,000	3,000	-	0.0%	(1,000)	(50.0%)	3,058	
60042	LODGING	62,726	37,914	50,031	57,350	57,350	54,020	-	0.0%	3,330	5.8%	(11,167)	Budgeting 48 trips.
60043	PER DIEM	14,953	14,168	15,948	17,670	17,670	15,600	-	0.0%	2,070	11.7%	(2,289)	
60044	HOSPITALITY	507	-	-	-	-	-	-	-	-	-	1,102	
60046	LAUNDRY SERVICES	32	78	43	100	100	100	-	0.0%	-	0.0%	(79)	
60050	HONORARIA	0	-	500	-	-	-	-	-	-	-	1,900	
60060	GEAR/EQUIPMENT/SIGNAGE	8,010	21,868	14,036	3,000	3,000	10,000	-	0.0%	(7,000)	(233.3%)	(34,427)	
60061	APPAREL	1,431	-	261	-	-	2,000	-	-	(2,000)	-	532	
60065	EQUIPMENT/SPACE RENTAL	192	-	-	-	-	-	-	-	-	-	219	
60066	REPAIR/MAINTENANCE	0	-	-	455	455	1,000	-	0.0%	(545)	(119.8%)	2,082	
60070	CAMERA, PHOTO, VIDEO	1,451	-	4,862	1,500	1,500	2,000	-	0.0%	(500)	(33.3%)	(6,201)	
60071	TELEVISION/VIDEO PRODUCTION	13,703	9,840	9,724	17,000	17,000	15,000	-	0.0%	2,000	11.8%	(29,066)	
60080	SUBSCRIPTIONS	0	120	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(892)	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	-	-	-	-	959	
60097	OTHER PROFESSIONAL SERVICES	3,859	-	733	-	-	-	-	-	-	-	44,438	
60098	DUES & FEES	610	-	6	-	-	-	-	-	-	-	5,578	
61013	TEMPORARY HELP	4,918	600	-	-	-	6,500	-	-	(6,500)	-	(1,182)	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	1,204	
	TOTAL EXPENSES	162,618	145,877	156,927	155,600	155,600	170,145	-	0.0%	(14,545)	(9.3%)	(50,348)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT SCIENCE GRANTS Program:3311
Program Manager: Lindsay Mintenko
Program Description: Open Water wet suit study. N/A.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60098	EXPENSES:												
	DUES & FEES	0	-	-	-	-	-	-	-	-	-	35,349	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	35,349	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT MEDICINE & SCIENCE NETWORK Program:3353
Program Manager: L. Mintenko/ K. Robinson
Program Description: Support for NT Athletes at Competitions/ SMSN annual conference and training.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	254	260	362	300	300	-	-	0.0%	300	100.0%	53	
60010	POSTAGE	0	0	2	25	25	75	-	0.0%	(50)	(200.0%)	(103)	
60011	FREIGHT	1,721	1,423	3,289	1,500	3,000	3,000	(1,500)	(100.0%)	-	0.0%	(8,256)	
60013	EXCESS BAGGAGE & TIPS	1,255	370	610	-	-	-	-	-	-	-	275	
60015	PRINTING AND DUPLICATION	254	-	-	-	-	-	-	-	-	-	415	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,550	
60017	PERSONAL CAR MILEAGE	663	341	1,658	1,540	800	1,000	740	48.1%	(200)	(25.0%)	(1,071)	
60020	SUPPLIES	7,057	2,562	14,848	4,000	4,000	8,000	-	0.0%	(4,000)	(100.0%)	(16,967)	
60033	MEALS & ENTERTAINMENT	534	1,000	683	5,000	3,000	2,000	2,000	40.0%	1,000	33.3%	(5,771)	
60034	CAR RENTAL	1,355	669	4,618	3,750	3,750	1,950	-	0.0%	1,800	48.0%	(9,632)	
60035	CAR RENTAL-GAS	78	72	146	3,000	1,500	-	1,500	50.0%	1,500	100.0%	(1,640)	
60036	OTHER LODGING	0	-	18,171	-	-	-	-	-	-	-	(18,171)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,098	
60040	AIRFARE	13,178	8,600	17,224	14,000	22,000	9,000	(8,000)	(57.1%)	13,000	59.1%	(33,680)	Budgeting 18 trips.
60041	GROUND TRANSPORTATION	931	610	1,711	600	600	-	-	0.0%	600	100.0%	(445)	
60042	LODGING	12,756	11,081	2,425	25,900	16,000	15,525	9,900	38.2%	475	3.0%	(23,037)	Budgeting 18 trips.
60043	PER DIEM	4,437	404	3,393	5,985	5,000	4,446	985	16.5%	554	11.1%	(3,928)	
60044	HOSPITALITY	3,142	1,764	2,727	-	-	-	-	-	-	-	(971)	
60050	HONORARIA	500	1,500	-	8,000	5,000	5,004	3,000	37.5%	(4)	(0.1%)	(9,004)	
60055	AWARDS	0	20	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,020)	
60056	PROTOCOL/GIFTS	281	372	-	500	500	500	-	0.0%	-	0.0%	(1,091)	
60060	GEAR/EQUIPMENT/SIGNAGE	2,383	1,618	1,526	500	500	5,000	-	0.0%	(4,500)	(900.0%)	(6,261)	
60061	APPAREL	2,575	346	954	2,000	2,000	1,500	-	0.0%	500	25.0%	(939)	
60065	EQUIPMENT/SPACE RENTAL	50	2,588	1,308	5,000	5,000	500	-	0.0%	4,500	90.0%	(9,346)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	8,816	-	-	-	-	-	-	-	(8,816)	
60087	CREDIT CARD FEES	109	120	133	-	-	-	-	-	-	-	52	
60097	OTHER PROFESSIONAL SERVICES	30,538	16,470	12,155	25,000	35,000	37,000	(10,000)	(40.0%)	(2,000)	(5.7%)	(67,145)	payment to Orreco to use their produce for female athletes
60098	DUES & FEES	(1,634)	(3,294)	16,205	10,000	5,000	1,500	5,000	50.0%	3,500	70.0%	(19,361)	
61024	STAFF DEVELOPMENT	0	-	335	-	-	-	-	-	-	-	(335)	
	TOTAL EXPENSES	82,416	48,896	113,299	117,600	113,975	96,000	3,625	3.1%	17,975	15.8%	(241,547)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ELITE ATHLETE ACCIDENT COVERAGE Program:3155
Program Manager: L. Mintenko/ S. Miller
Program Description: Additional Health Insurance for NT/ EAHl Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60096	INSURANCE	0	-	24,300	-	-	-	-	-	-	-	(24,300)	
60098	DUES & FEES	576	-	426	-	-	-	-	-	-	-	1,458	
62045	ELITE ATHLETE ACCIDENT	47,250	34,222	8,525	35,000	35,550	35,550	(550)	(1.6%)	-	0.0%	75,153	
	TOTAL EXPENSES	47,826	34,222	33,251	35,000	35,550	35,550	(550)	(1.6%)	-	0.0%	52,311	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE HEALTH PROGRAMS Program:3200
Program Manager: L Mintenko/ K Robinson
Program Description: Health program for NT athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60036	OTHER LODGING	0	-	298	-	-	-	-	-	-	-	(298)	Funds from the USOPC for elite athlete health profiles
60040	AIRFARE	0	-	345	-	-	-	-	-	-	-	(345)	
60097	OTHER PROFESSIONAL SERVICES	200	50	150	40,000	15,000	-	25,000	62.5%	15,000	100.0%	(14,025)	
60098	DUES & FEES	0	-	75	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	200	50	867	40,000	15,000	-	25,000	62.5%	15,000	100.0%	(14,742)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETES AND COACH WELLNESS Program:3201
Program Manager: L. Mintenko/ K.Robinson
Program Description: Wellness program for athletes and coaches.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	30,000	75,000	(30,000)	-	(45,000)	(150.0%)	(105,000)	Mental health initiatives.
	TOTAL EXPENSES	0	-	-	-	30,000	75,000	(30,000)	-	(45,000)	(150.0%)	(105,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT MEDICINE & SCIENCE PROGRAM SUPPORT Program:3390
Program Manager: L. Mintenko/ K. Robinson
Program Description: Travel and supplies for NT staff Sports Med Director.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	-	8,000	4,000	8,000	4,000	50.0%	(4,000)	(100.0%)	(12,000)	Budgeting 13 trips. Budgeting 13 trips.
60034	CAR RENTAL	0	-	-	6,300	2,500	3,600	3,800	60.3%	(1,100)	(44.0%)	(6,100)	
60040	AIRFARE	0	-	-	14,000	6,000	8,500	8,000	57.1%	(2,500)	(41.7%)	(14,500)	
60042	LODGING	0	-	-	15,540	6,000	11,470	9,540	61.4%	(5,470)	(91.2%)	(17,470)	
60043	PER DIEM	0	-	-	4,788	1,500	4,118	3,288	68.7%	(2,618)	(174.5%)	(5,618)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	3,072	-	3,000	3,072	100.0%	(3,000)	-	(3,000)	
	TOTAL EXPENSES	0	-	-	51,700	20,000	38,688	31,700	61.3%	(18,688)	(93.4%)	(58,688)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ATHLETE TESTING & LAB EXPENSES Program:3351
Program Manager: L. Mintenko/ D. McCarthy
Program Description: Supplies and Services for NT Athletes Blood Draws and Recovery

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	11	21	-	-	-	-	-	-	-	-	(11)	
60011	FREIGHT	263	388	-	100	100	100	-	0.0%	-	0.0%	(189)	
60020	SUPPLIES	860	-	-	3,000	3,000	1,000	-	0.0%	2,000	66.7%	6,210	
60040	AIRFARE	0	11	-	-	-	-	-	-	-	-	(11)	
60097	OTHER PROFESSIONAL SERVICES	19,086	21,720	19,357	24,000	24,000	23,000	-	0.0%	1,000	4.2%	(29,606)	
	TOTAL EXPENSES	20,220	22,140	19,357	27,100	27,100	24,100	-	0.0%	3,000	11.1%	(23,606)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB INVESTMENT Program:3480
Program Manager: L. Mintenko
Program Description: N/A this quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60100	EXPENSES:												
	GRANTS	299,999	-	-	-	-	-	-	-	-	-	1,192,518	
	TOTAL EXPENSES	299,999	-	-	-	-	-	-	-	-	-	1,192,518	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM EQUIPMENT Program:3481
Program Manager: L. Mintenko
Program Description: MISC Expenses for National Team Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	1,076	
60011	FREIGHT	2,833	158	-	5,000	2,000	1,500	3,000	60.0%	500	25.0%	4,957	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	2,653	
60020	SUPPLIES	1,310	7,008	2,771	10,000	-	5,000	10,000	100.0%	(5,000)	-	24,719	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	845	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	5,085	
60056	PROTOCOL/GIFTS	0	410	78	-	-	-	-	-	-	-	2,155	
60060	GEAR/EQUIPMENT/SIGNAGE	1,329	3,334	-	2,500	-	1,500	2,500	100.0%	(1,500)	-	5,023	
60061	APPAREL	1,039	183	-	-	-	1,500	-	-	(1,500)	-	8,524	
60090	DEPRECIATION & AMORTIZATION	4,920	1,309	10,242	-	13,000	15,000	(13,000)	-	(2,000)	(15.4%)	(25,702)	Depreciation expense for underwater camera.
60096	INSURANCE	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,000)	
60097	OTHER PROFESSIONAL SERVICES	(0)	-	-	-	-	-	-	-	-	-	350	
60098	DUES & FEES	282	-	-	-	-	-	-	-	-	-	823	
	TOTAL EXPENSES	11,712	12,402	13,090	18,500	16,000	25,500	2,500	13.5%	(9,500)	(59.4%)	28,509	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TEAM MANAGEMENT TECHNOLOGY Program:3499
Program Manager:L Mintenko
Program Description: Teamworks Subscriptions

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60080	EXPENSES:												
	SUBSCRIPTIONS	0	-	64,800	-	67,070	69,415	(67,070)	-	(2,345)	(3.5%)	(201,285)	
	TOTAL EXPENSES	0	-	64,800	-	67,070	69,415	(67,070)	-	(2,345)	(3.5%)	(201,285)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM SELECTION Program:3496
Program Manager: L. Mintenko
Program Description: Staff travel and freight for selection meet processing

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	500	-	-	(500)	-	(500)	
60011	FREIGHT	487	2	2,006	-	-	10,000	-	-	(10,000)	-	(11,521)	
60013	EXCESS BAGGAGE & TIPS	100	-	-	-	-	300	-	-	(300)	-	(200)	
60017	PERSONAL CAR MILEAGE	89	-	-	-	-	-	-	-	-	-	89	
60020	SUPPLIES	78	-	332	-	-	1,060	-	-	(1,060)	-	2,460	
60034	CAR RENTAL	0	-	-	-	600	-	(600)	-	600	100.0%	(600)	
60040	AIRFARE	2,147	-	-	-	-	800	-	-	(800)	-	2,132	Budgeting 5
60041	GROUND TRANSPORTATION	90	-	-	-	-	-	-	-	-	-	113	
60042	LODGING	0	-	-	-	2,100	3,700	(2,100)	-	(1,600)	(76.2%)	(4,506)	Budgeting 5
60043	PER DIEM	1,048	-	-	-	600	1,140	(600)	-	(540)	(90.0%)	(224)	
60056	PROTOCOL/GIFTS	1,594	162	4,956	-	-	-	-	-	-	-	(3,524)	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	370	
60065	EQUIPMENT/SPACE RENTAL	2,364	-	-	-	-	2,000	-	-	(2,000)	-	364	
60097	OTHER PROFESSIONAL SERVICES	676	-	-	-	-	-	-	-	-	-	740	
	TOTAL EXPENSES	8,671	164	7,294	-	3,300	19,500	(3,300)	-	(16,200)	(490.9%)	(14,808)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER DEVELOPMENT COMMITTEE Program:3850
Program Manager: L. Mintenko
Program Description: N/A in 2019 and 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	32	34	45	50	-	-	50	100.0%	-	-	113	
60015	PRINTING AND DUPLICATION	8	20	-	-	-	-	-	-	-	-	(0)	
60017	PERSONAL CAR MILEAGE	218	-	-	-	-	-	-	-	-	-	218	
60033	MEALS & ENTERTAINMENT	0	-	-	250	-	-	250	100.0%	-	-	-	
60034	CAR RENTAL	358	-	-	-	-	-	-	-	-	-	358	
60035	CAR RENTAL-GAS	35	-	-	-	-	-	-	-	-	-	35	
60040	AIRFARE	3,134	-	-	-	-	-	-	-	-	-	3,134	
60041	GROUND TRANSPORTATION	174	-	-	-	-	-	-	-	-	-	174	
60042	LODGING	1,673	-	-	-	-	-	-	-	-	-	1,673	
60043	PER DIEM	936	-	-	-	-	-	-	-	-	-	936	
60065	EQUIPMENT/SPACE RENTAL	481	1,009	493	500	-	-	500	100.0%	-	-	(335)	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	7,050	1,063	613	800	-	-	800	100.0%	-	-	6,232	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER COMMITTEE Program:3868
Program Manager: L. Mintenko/ B. Elser
Program Description: OW Steering Committee. Budgeting "virtual" meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	39	49	64	156	156	300	-	0.0%	(144)	(92.3%)	(287)	
60013	EXCESS BAGGAGE & TIPS	46	-	-	-	-	-	-	-	-	-	46	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	3	
60033	MEALS & ENTERTAINMENT	45	-	-	-	-	-	-	-	-	-	45	
60034	CAR RENTAL	345	202	195	-	-	-	-	-	-	-	(53)	
60035	CAR RENTAL-GAS	0	21	-	-	-	-	-	-	-	-	(21)	
60036	OTHER LODGING	0	-	2,118	-	-	-	-	-	-	-	(2,118)	
60038	OTHER AIRFARE	0	-	850	-	-	-	-	-	-	-	(850)	
60040	AIRFARE	3,501	5,448	1,871	8,000	3,000	-	5,000	62.5%	3,000	100.0%	(6,818)	
60041	GROUND TRANSPORTATION	29	187	92	-	-	-	-	-	-	-	(250)	
60042	LODGING	2,160	2,778	-	5,920	2,920	-	3,000	50.7%	2,920	100.0%	(3,538)	
60043	PER DIEM	102	701	399	1,824	824	-	1,000	54.8%	824	100.0%	(1,822)	
60044	HOSPITALITY	600	387	-	-	-	-	-	-	-	-	213	
60065	EQUIPMENT/SPACE RENTAL	943	1,697	-	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,454)	
	TOTAL EXPENSES	7,811	11,471	5,588	16,900	7,900	300	9,000	53.3%	7,600	96.2%	(16,903)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORTS MEDICINE Program:3846
Program Manager: L. Mintenko/ K.Robinson
Program Description: Sport Science Committee. Budgeting "virtual" meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	54	-	-	200	-	250	200	100.0%	(250)	-	(138)	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	257	
60015	PRINTING AND DUPLICATION	4	-	-	-	-	-	-	-	-	-	4	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	325	
60020	SUPPLIES	0	-	92	100	-	-	100	100.0%	-	-	547	
60033	MEALS & ENTERTAINMENT	0	-	100	-	-	-	-	-	-	-	(66)	
60040	AIRFARE	364	442	-	-	-	-	-	-	-	-	540	
60041	GROUND TRANSPORTATION	0	-	10	-	-	-	-	-	-	-	10	
60042	LODGING	474	-	-	-	-	-	-	-	-	-	894	
60050	HONORARIA	1,500	-	-	2,000	-	250	2,000	100.0%	(250)	-	2,250	
60065	EQUIPMENT/SPACE RENTAL	553	-	-	500	-	-	500	100.0%	-	-	1,348	
60098	DUES & FEES	225	75	-	500	-	-	500	100.0%	-	-	300	
	TOTAL EXPENSES	3,173	517	202	3,300	-	500	3,300	100.0%	(500)	-	6,271	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC INTERNATIONAL OPERATIONS Program:3881
Program Manager: L. Mintenko
Program Description: Annual Meeting at Convention. N/A in 2019 and 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	10	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	28	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	209	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	509	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	903	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	140	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	1,798	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL STEERING COMMITTEE Program:3882
Program Manager: L. Mintenko
Program Description: Development Meetings for Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	17	43	127	-	-	250	-	-	(250)	-	(310)	
60011	FREIGHT	58	-	-	-	-	-	-	-	-	-	147	
60015	PRINTING AND DUPLICATION	0	-	7	-	-	-	-	-	-	-	(5)	
60017	PERSONAL CAR MILEAGE	91	-	95	-	-	-	-	-	-	-	(5)	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	95	
60034	CAR RENTAL	0	-	-	750	750	-	-	0.0%	750	100.0%	(750)	
60036	OTHER LODGING	0	-	2,048	-	-	-	-	-	-	-	(2,048)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,581	
60040	AIRFARE	3,650	2,800	2,011	5,000	1,000	5,000	4,000	80.0%	(4,000)	(400.0%)	3,246	Budgeting 10 trips.
60041	GROUND TRANSPORTATION	212	99	39	-	-	-	-	-	-	-	185	
60042	LODGING	4,062	831	-	3,700	3,700	1,850	-	0.0%	1,850	50.0%	285	Budgeting 10 trips.
60043	PER DIEM	338	424	63	1,140	1,140	-	-	0.0%	1,140	100.0%	(735)	
60044	HOSPITALITY	5,998	-	4,124	6,010	6,710	3,000	(700)	(11.6%)	3,710	55.3%	(2,106)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	250	-	-	(250)	-	(250)	
60065	EQUIPMENT/SPACE RENTAL	296	114	2,733	-	-	-	-	-	-	-	(1,866)	
60098	DUES & FEES	0	-	120	-	-	-	-	-	-	-	245	
	TOTAL EXPENSES	14,721	4,310	11,366	16,600	13,300	10,350	3,300	19.9%	2,950	22.2%	(2,291)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM EVALUATION Program:3884
Program Manager: L. Mintenko
Program Description: NT Trip Evaluation Committee

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60080	SUBSCRIPTIONS	204	-	-	-	-	-	-	-	-	-	408	
60098	DUES & FEES	300	-	-	-	-	-	-	-	-	-	300	
	TOTAL EXPENSES	504	-	-	-	-	-	-	-	-	-	708	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM ATHLETE COMMITTEE Program:3888
Program Manager: L. Mintenko
Program Description: NT Athletes Committee. Budgeting "virtual" meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	38	12	160	300	250	(140)	(87.5%)	50	16.7%	(601)	
60034	CAR RENTAL	0	-	120	750	-	-	750	100.0%	-	-	(120)	
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	(21)	
60036	OTHER LODGING	0	-	1,503	-	-	-	-	-	-	-	(1,503)	
60040	AIRFARE	0	851	593	5,000	-	-	5,000	100.0%	-	-	(1,444)	
60041	GROUND TRANSPORTATION	0	-	69	-	-	-	-	-	-	-	(69)	
60042	LODGING	0	796	-	3,700	-	-	3,700	100.0%	-	-	(796)	
60043	PER DIEM	0	432	100	1,140	-	-	1,140	100.0%	-	-	(532)	
60044	HOSPITALITY	0	599	1,166	550	-	-	550	100.0%	-	-	(1,765)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	250	-	-	(250)	-	(250)	
60065	EQUIPMENT/SPACE RENTAL	0	948	430	1,000	-	-	1,000	100.0%	-	-	(1,378)	
60098	DUES & FEES	0	75	-	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	0	3,739	4,014	12,300	300	500	12,000	97.6%	(200)	(66.7%)	(8,553)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:3990
Program Manager: L. Mintenko
Program Description: Admin Support for NT

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	3,735	-	4,500	3,100	(4,500)	-	1,400	31.1%	(11,335)	
60002	LONG DISTANCE PHONE SERVICE	377	515	194	500	-	-	500	100.0%	-	-	901	
60003	CELLULAR PHONE CHARGES	16,660	15,701	20,112	17,000	26,200	26,200	(9,200)	(54.1%)	-	0.0%	(11,584)	
60004	CONFERENCE CALLS	154	134	192	200	200	200	-	0.0%	-	0.0%	(389)	
60005	INTERNET SERVICE	10	20	-	20	250	-	(230)	(1150.0%)	250	100.0%	(215)	
60006	OTHER COMMUNICATIONS COST	869	865	943	1,000	850	1,000	150	15.0%	(150)	(17.6%)	990	
60010	POSTAGE	1,241	1,345	694	400	1,500	1,500	(1,100)	(275.0%)	-	0.0%	(2,959)	
60011	FREIGHT	1,706	5,130	3,185	2,000	3,800	3,600	(1,800)	(90.0%)	200	5.3%	(6,435)	
60013	EXCESS BAGGAGE & TIPS	200	-	170	-	300	100	(300)	-	200	66.7%	(310)	
60015	PRINTING AND DUPLICATION	5,704	7,241	6,745	6,000	5,900	5,600	100	1.7%	300	5.1%	(7,615)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,917	
60017	PERSONAL CAR MILEAGE	1,255	832	2,093	300	1,800	1,500	(1,500)	(500.0%)	300	16.7%	(4,007)	
60019	FURNITURE & FIXTURES	1,905	2,269	920	1,000	-	-	1,000	100.0%	-	-	1,212	
60020	SUPPLIES	9,236	7,389	6,295	9,000	5,900	5,600	3,100	34.4%	300	5.1%	9,355	
60025	ADVERTISING	0	-	-	-	1,250	1,250	(1,250)	-	-	0.0%	(2,500)	
60033	MEALS & ENTERTAINMENT	1,520	802	2,905	5,000	5,000	3,600	-	0.0%	1,400	28.0%	(7,606)	
60034	CAR RENTAL	1,883	783	7,202	3,000	3,000	1,200	-	0.0%	1,800	60.0%	(10,302)	
60035	CAR RENTAL-GAS	14	99	694	-	-	-	-	-	-	-	(778)	
60036	OTHER LODGING	0	-	1,960	-	-	-	-	-	-	-	(1,960)	
60038	OTHER AIRFARE	0	9,342	1,508	-	-	-	-	-	-	-	(10,849)	
60040	AIRFARE	10,203	5,122	21,012	6,000	6,000	9,000	-	0.0%	(3,000)	(50.0%)	(8,111)	Budgeting ~14 trips predominantly for NT Managing Director.
60041	GROUND TRANSPORTATION	1,664	1,233	4,241	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,594)	
60042	LODGING	6,119	5,400	23,759	7,400	7,400	11,285	-	0.0%	(3,885)	(52.5%)	(25,401)	Budgeting ~14 trips predominantly for NT Managing Director.
60043	PER DIEM	4,209	1,493	8,297	2,280	2,280	3,477	-	0.0%	(1,197)	(52.5%)	(3,875)	
60044	HOSPITALITY	266	1,398	8,034	1,000	6,200	6,200	(5,200)	(520.0%)	-	0.0%	(16,932)	
60056	PROTOCOL/GIFTS	38	3,001	561	200	550	550	(350)	(175.0%)	-	0.0%	(3,501)	
60060	GEAR/EQUIPMENT/SIGNAGE	46	313	90	200	-	-	200	100.0%	-	-	1,157	
60061	APPAREL	578	-	475	500	600	600	(100)	(20.0%)	-	0.0%	(152)	
60062	APPAREL - VIK	0	-	103	-	-	-	-	-	-	-	(103)	Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60064	BUILDING RENT	51,325	58,895	60,073	57,900	80,500	84,500	(22,600)	(39.0%)	(4,000)	(5.0%)	(69,454)	
60065	EQUIPMENT/SPACE RENTAL	693	854	2,605	700	4,000	3,900	(3,300)	(471.4%)	100	2.5%	(3,932)	
60066	REPAIR/MAINTENANCE	593	330	247	500	500	500	-	0.0%	-	0.0%	33	
60070	CAMERA, PHOTO, VIDEO	0	1,460	16	-	-	-	-	-	-	-	(1,331)	
60071	TELEVISION/VIDEO PRODUCTION	0	(71)	-	-	-	-	-	-	-	-	71	
60075	AUTOMOBILE EXPENSE	61	59	78	-	200	100	(200)	-	100	50.0%	(120)	
60080	SUBSCRIPTIONS	928	2,421	2,821	600	3,900	3,800	(3,300)	(550.0%)	100	2.6%	(10,659)	
60085	GRAPHICS/ART WORK	0	-	575	-	-	-	-	-	-	-	(575)	
60086	TRAVEL AGENCY FEES	0	13,472	34,460	-	45,000	45,000	(45,000)	-	-	0.0%	(137,931)	Short's travel fees allocated to NT
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	2	
60090	DEPRECIATION & AMORTIZATION	67,556	70,500	68,759	62,900	68,900	76,600	(6,000)	(9.5%)	(7,700)	(11.2%)	78,570	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60094	LEGAL FEES	0	1,143	5,266	15,000	500	500	14,500	96.7%	-	0.0%	(7,409)	
60097	OTHER PROFESSIONAL SERVICES	13,137	10,066	9,740	15,000	17,500	16,800	(2,500)	(16.7%)	700	4.0%	(8,284)	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60098	DUES & FEES	12,474	8,205	3,716	6,000	6,100	9,500	(100)	(1.7%)	(3,400)	(55.7%)	113	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
61013	TEMPORARY HELP	0	-	-	-	-	-	-	-	-	-	263	
61024	STAFF DEVELOPMENT	0	-	-	-	5,000	4,400	(5,000)	-	600	12.0%	(9,400)	Moved from Program #3999
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	6,590	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	1,127	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	2,980	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	560	
	TOTAL EXPENSES	212,625	237,761	314,475	222,600	316,580	332,162	(93,980)	(42.2%)	(15,582)	(4.9%)	(279,767)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NT DIVISION TRAVEL Program:3991
Program Manager: L. Mintenko
Program Description: National Team Director, Other related travel expenses.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	14	16	15	-	-	-	-	-	-	-	129	
60003	CELLULAR PHONE CHARGES	5,405	2,671	-	-	-	-	-	-	-	-	20,713	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	88	
60010	POSTAGE	3	6	-	-	-	-	-	-	-	-	26	
60011	FREIGHT	62	-	-	-	-	-	-	-	-	-	201	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	23,236	
60017	PERSONAL CAR MILEAGE	593	77	-	-	-	-	-	-	-	-	3,572	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	344	
60020	SUPPLIES	15	-	-	-	-	-	-	-	-	-	258	
60033	MEALS & ENTERTAINMENT	10,840	8,124	389	-	-	-	-	-	-	-	28,952	
60034	CAR RENTAL	5,763	3,911	-	-	-	-	-	-	-	-	1,853	
60035	CAR RENTAL-GAS	651	313	-	-	-	-	-	-	-	-	338	
60036	OTHER LODGING	0	-	317	-	-	-	-	-	-	-	(317)	
60039	AIRFARE - VIK	2,285	-	-	-	-	-	-	-	-	-	5,670	
60040	AIRFARE	21,038	8,545	-	-	-	-	-	-	-	-	76,355	
60041	GROUND TRANSPORTATION	2,120	1,112	107	-	-	-	-	-	-	-	8,491	
60042	LODGING	19,874	8,704	-	-	-	-	-	-	-	-	65,626	
60043	PER DIEM	8,096	2,554	169	-	-	-	-	-	-	-	25,144	
60044	HOSPITALITY	0	-	-	-	293,779	-	(293,779)	-	293,779	100.0%	(291,140)	Maui Marriott originally was in budget and signed for NT Olympic Games prep camp (originally budgeted at \$400K). Determined in 2019, we will not be doing a Maui event due to athlete logistics and were unable to get out of entire contract with Marriott (\$294K in 2019). 2020 balance for potential homecoming ceremony for NT athletes and coaches post Olympics in Colorado Springs.
60046	LAUNDRY SERVICES	0	-	28	-	-	-	-	-	-	-	28	
60056	PROTOCOL/GIFTS	15	-	-	-	-	-	-	-	-	-	15	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	354	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	319	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	821	
60080	SUBSCRIPTIONS	497	(71)	-	-	-	-	-	-	-	-	1,290	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	100	
60098	DUES & FEES	81	185	-	-	-	-	-	-	-	-	374	
TOTAL EXPENSES		77,353	36,147	1,026	-	293,779	-	(293,779)	-	293,779	100.0%	(27,162)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:3999
Program Manager: Tim Hinchey, CEO
Program Description: Salary and Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60101	FOUNDATION ALLOCATION	0	-	(3,394)	-	-	-	-	-	-	-	(33,956)	
61000	SALARIES	1,435,924	1,339,438	1,380,464	1,449,094	1,366,137	1,393,377	82,957	5.7%	(27,240)	(2.0%)	(262,243)	
61006	VISION PREMIUMS	2,758	2,563	1,721	2,052	1,935	-	117	5.7%	1,935	100.0%	4,202	
61010	MOVING EXPENSES	4,496	-	1,391	-	-	-	-	-	-	-	8,527	
61013	TEMPORARY HELP	1,500	-	-	-	-	-	-	-	-	-	1,500	
61014	PAYROLL TAXES	95,788	90,987	96,151	102,118	96,272	98,090	5,845	5.7%	(1,818)	(1.9%)	(36,838)	
61015	PENSION CONTRIBUTION	117,098	107,156	111,970	130,719	123,236	136,500	7,483	5.7%	(13,264)	(10.8%)	(46,761)	
61017	HEALTH	151,809	140,204	133,689	162,370	153,076	202,069	9,294	5.7%	(48,993)	(32.0%)	(97,475)	
61018	DISABILITY INSURANCE	8,281	10,687	6,799	8,075	7,612	-	462	5.7%	7,612	100.0%	5,114	
61019	DENTAL INSURANCE	10,391	9,176	7,449	9,054	8,535	-	518	5.7%	8,535	100.0%	14,055	
61020	WORKERS COMPENSATION INSURANCE	2,970	2,722	2,997	3,700	3,488	-	212	5.7%	3,488	100.0%	6,573	
61022	EYE CARE REIMBURSEMENTS	0	645	600	800	754	-	46	5.7%	754	100.0%	(1,199)	
61024	STAFF DEVELOPMENT	1,295	9,500	650	6,000	-	-	6,000	100.0%	-	-	(3,087)	Moved to program #3990
61026	LIFE INSURANCE-EMPLOYER	1,947	1,820	1,906	1,318	1,530	-	(211)	(16.0%)	1,530	100.0%	2,024	
	TOTAL EXPENSES	1,834,256	1,714,898	1,742,394	1,875,300	1,762,576	1,830,037	112,723	6.0%	(67,461)	(3.8%)	(439,564)	

COMMERCIAL							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
Partnerships & Event Marketing Division												
185	5901 Marketing & Contract Fulfillment	614,889	189,187	104,984	187,900	232,646	373,375	(44,746)	(23.8%)	(140,729)	(60.5%)	293,182
186	5905 Sales Development Support	58,511	51,690	51,523	50,000	45,000	50,000	5,000	10.0%	(5,000)	(11.1%)	(11,225)
187	5620 Family Program	65,922	24,183	55,137	34,600	48,600	77,960	(14,000)	(40.5%)	(29,360)	(60.4%)	(33,741)
188	5715 SwimBiz	48,245	71,214	70,815	75,000	85,000	0	(10,000)	(13.3%)	85,000	100.0%	(144,900)
189	5709 Nationals Marketing	-	-	554,771	334,190	520,190	95,000	(186,000)	(55.7%)	425,190	81.7%	(1,169,961)
190	5760 Junior Nationals Marketing	-	-	-	75,000	5,000	0	70,000	93.3%	5,000	100.0%	(5,000)
191	5762 Pro Swim Series Marketing	-	-	-	143,340	195,340	176,606	(52,000)	(36.3%)	18,734	9.6%	(371,946)
192	5764 US Open Marketing	-	-	-	36,000	96,000	42,950	(60,000)	(166.7%)	53,050	55.3%	(138,950)
193	5770 Other Event Marketing	-	-	47,811	38,570	18,570	23,466	20,000	51.9%	(4,896)	(26.4%)	(89,847)
194	5755 usa Swimming House-Trials	214,413	-	-	10,200	10,200	250,000	-	0.0%	(239,800)	(2351.0%)	(45,787)
195	5913 Multicultural Promotions	109,273	147,192	88,355	98,600	0	0	98,600	100.0%	-		137,289
196	5902 Merchandise Program	24,753	20,628	17,279	26,000	25,731	79,205	269	1.0%	(53,474)	(207.8%)	(57,457)
197	5911 Aqua Zone-Olympic Trials	918,129	5,408	5,700	15,000	15,000	1,000,200	-	0.0%	(985,200)	(6568.0%)	(71,090)
Program Group Total		2,054,136	509,502	996,375	1,124,400	1,297,277	2,168,762	(172,877)	(15.4%)	(871,485)	(67.2%)	(1,709,433)
Communications Division												
198	5109 APA Appearance	46,510	23,083	19,579	50,000	37,725	58,700	12,275	24.6%	(20,975)	(55.6%)	49,877
199	5722 Social Media Aggregation	30,000	-	-	0	15,000	35,000	(15,000)		(20,000)	(133.3%)	10,000
200	5714 Public Relations	21,199	39,476	5,422	75,000	35,000	25,000	40,000	53.3%	10,000	28.6%	115,822
201	5724 Communication Operations	209,564	134,675	231,407	171,200	244,000	271,596	(72,800)	(42.5%)	(27,596)	(11.3%)	(217,829)
Program Group Total		307,273	197,234	256,407	296,200	331,725	390,296	(35,525)	(12.0%)	(58,571)	(17.7%)	(42,130)
Creative Services Division												
202	5720 Video Production Services	17,407	9,418	4,711	25,000	16,175	14,675	8,825	35.3%	1,500	9.3%	19,312
203	5711 Splash Magazine	960,850	899,812	815,806	812,700	882,700	736,000	(70,000)	(8.6%)	146,700	16.6%	638,505
204	5730 USA Swimming Productions	33,085	566,173	881,727	856,200	854,700	699,325	1,500	0.2%	155,375	18.2%	(2,968,841)
205	5710 Membership Recruiting/ Promotion (Flex Membership)	494,265	364,895	372,418	450,000	249,003	249,600	200,997	44.7%	(597)	(0.2%)	553,850
206	5904 Marketing Contract Labor	89,938	19,212	95,600	0	25,000	25,000	(25,000)		-	0.0%	50,953
Program Group Total		1,595,544	1,859,511	2,170,263	2,143,900	2,027,578	1,724,600	116,322	5.4%	302,978	14.9%	(1,706,221)
Business Intelligence & Digital Platforms Division												
207	5713 Deck Pass	114,310	71,305	11,265	125,000	37,082	136,000	87,918	70.3%	(98,918)	(266.8%)	405,574
208	5716 Swimjitsu	206,794	283,423	7,548	0	10,780	10,780	(10,780)		-	0.0%	163,919
209	5726 Business Intelligence	-	-	-	0	5,000	25,880	(5,000)		(20,880)	(417.6%)	(30,880)
210	5718 usaswimming.org - Web site	82,511	360,683	473,453	527,200	535,200	662,180	(8,000)	(1.5%)	(126,980)	(23.7%)	(1,641,216)
Program Group Total		403,614	715,411	492,266	652,200	588,062	834,840	64,138	9.8%	(246,778)	(42.0%)	(1,102,603)
Administration & Operational Support												
211	5990 Administration & Operational Support	219,423	234,767	303,299	243,500	306,325	350,087	(62,825)	(25.8%)	(43,762)	(14.3%)	(355,058)
212	5999 Salary and Benefits	1,832,155	1,656,369	2,041,646	2,291,400	1,976,533	2,195,795	314,868	13.7%	(219,262)	(11.1%)	(1,736,209)
213	5740 America's Swim Team/ Membership Card	223,941	-	-	0	0	0	-		-		732,766

COMMERCIAL							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	2016 Quad
214	5910 Mutual of Omaho Swim 100	5,672	-	-	0	0	0	-		-		5,672
	Program Group Total	2,281,191	1,891,136	2,344,945	2,534,900	2,282,858	2,545,882	252,043	9.9%	(263,024)	(11.5%)	(1,352,828)
	TOTAL COMMERCIAL	6,641,757	5,172,794	6,260,256	6,751,600	6,527,499	7,664,380	224,101	3.3%	(1,136,881)	(17.4%)	(5,913,215)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MARKETING & CONTRACT FULFILLMENT Program:5901
Program Manager: Jim Fox

Program Description: Fulfillment expenses for sponsorship obligations as specified in our agreements

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	174	209	259	-	-	-	-	-	-	-	191	
60005	INTERNET SERVICE	711	23	82	-	-	-	-	-	-	-	848	
60010	POSTAGE	5	17	9	-	-	-	-	-	-	-	59	
60011	FREIGHT	5,913	3,202	1,744	-	-	9,000	-	-	(9,000)	-	(3,135)	
60013	EXCESS BAGGAGE & TIPS	195	190	150	-	-	-	-	-	-	-	(145)	
60015	PRINTING AND DUPLICATION	655	1,795	135	-	-	5,000	-	-	(5,000)	-	(5,684)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,723	
60017	PERSONAL CAR MILEAGE	693	546	209	-	-	-	-	-	-	-	1,604	
60020	SUPPLIES	260	679	185	-	-	-	-	-	-	-	1,107	
60025	ADVERTISING	1,838	-	-	10,000	-	-	10,000	100.0%	-	-	33,245	
60033	MEALS & ENTERTAINMENT	985	1,386	9,363	-	18,686	15,000	(18,686)	-	3,686	19.7%	(40,246)	
60034	CAR RENTAL	961	557	2,040	2,250	4,000	1,425	(1,750)	(77.8%)	2,575	64.4%	(7,060)	
60035	CAR RENTAL-GAS	91	51	1,104	-	-	-	-	-	-	-	(1,064)	
60036	OTHER LODGING	0	-	148	-	-	-	-	-	-	-	(148)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,609	
60040	AIRFARE	12,349	11,232	15,700	12,500	28,000	21,000	(15,500)	(124.0%)	7,000	25.0%	(37,846)	Budgeting 30 Partnership trips and 12 Sigma Gamma Rho trips.
60041	GROUND TRANSPORTATION	3,760	1,324	2,315	-	-	-	-	-	-	-	3,506	
60042	LODGING	10,966	7,115	16,188	13,875	28,000	20,350	(14,125)	(101.8%)	7,650	27.3%	(38,889)	Budgeting 30 Partnership trips and 12 Sigma Gamma Rho trips.
60043	PER DIEM	4,374	2,503	4,694	4,275	10,000	6,600	(5,725)	(133.9%)	3,400	34.0%	(12,935)	
60044	HOSPITALITY	3,308	19,951	-	60,000	7,260	10,000	52,740	87.9%	(2,740)	(37.7%)	(5,783)	Partner entertainment
60045	TICKETS	23,600	1,410	-	-	-	5,000	-	-	(5,000)	-	30,880	
60046	LAUNDRY SERVICES	47	-	-	-	-	-	-	-	-	-	47	
60047	GOLDEN GOGGLES	0	-	355	-	-	-	-	-	-	-	(355)	
60049	HONORARIA - ATHLETES	123,000	16,000	-	25,000	50,000	105,000	(25,000)	(100.0%)	(55,000)	(110.0%)	(33,500)	Covers contractual athlete obligations for P66, Milk Pep, Golden Road, and others.
60050	HONORARIA	25,500	-	-	-	-	-	-	-	-	-	32,500	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	236	
60056	PROTOCOL/GIFTS	11,319	10,915	762	5,000	5,000	35,000	-	0.0%	(30,000)	(600.0%)	(32,750)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,119	8,615	2,528	5,000	5,000	40,000	-	0.0%	(35,000)	(700.0%)	(6,861)	
60061	APPAREL	1,336	-	210	-	-	-	-	-	-	-	2,941	
60062	APPAREL - VIK	3,650	-	588	-	-	-	-	-	-	-	3,063	
60065	EQUIPMENT/SPACE RENTAL	250	27,495	-	-	1,700	40,000	(1,700)	-	(38,300)	(2252.9%)	72,719	
60070	CAMERA, PHOTO, VIDEO	0	3,719	40	-	-	-	-	-	-	-	(150)	
60071	TELEVISION/VIDEO PRODUCTION	204,590	7,400	-	10,000	55,000	40,000	(45,000)	(450.0%)	15,000	27.3%	103,815	
60075	AUTOMOBILE EXPENSE	0	394	4	-	-	-	-	-	-	-	(398)	
60085	GRAPHICS/ART WORK	0	690	-	-	-	-	-	-	-	-	3,600	
60097	OTHER PROFESSIONAL SERVICES	145,739	61,770	45,815	40,000	20,000	20,000	20,000	50.0%	-	0.0%	196,471	
60098	DUES & FEES	27,500	-	358	-	-	-	-	-	-	-	28,967	
	TOTAL EXPENSES	614,889	189,187	104,984	187,900	232,646	373,375	(44,746)	(23.8%)	(140,729)	(60.5%)	293,182	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALES DEVELOPMENT SUPPORT Program:5905
Program Manager: Jim Fox

Program Description: Budget used for travel, collateral, researching and cultivating potential partners.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	63	109	9	500	500	500	-	0.0%	-	0.0%	(747)	
60005	INTERNET SERVICE	27	43	-	-	-	-	-	-	-	-	77	
60010	POSTAGE	5	3	-	-	-	-	-	-	-	-	29	
60011	FREIGHT	12,438	205	76	-	-	-	-	-	-	-	13,088	
60013	EXCESS BAGGAGE & TIPS	0	165	-	-	-	-	-	-	-	-	(165)	
60015	PRINTING AND DUPLICATION	128	316	1,050	-	-	-	-	-	-	-	693	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,791	
60017	PERSONAL CAR MILEAGE	257	86	113	-	-	-	-	-	-	-	58	
60020	SUPPLIES	129	128	-	-	-	-	-	-	-	-	190	
60025	ADVERTISING	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	14,074	
60033	MEALS & ENTERTAINMENT	1,170	3,908	4,264	-	-	-	-	-	-	-	173	
60034	CAR RENTAL	1,417	701	419	3,000	3,000	3,000	-	0.0%	-	0.0%	(5,703)	
60035	CAR RENTAL-GAS	92	18	114	-	-	-	-	-	-	-	(40)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,238	
60040	AIRFARE	12,191	14,074	6,178	10,000	5,000	10,000	5,000	50.0%	(5,000)	(100.0%)	9,617	Budgeting 20 trips.
60041	GROUND TRANSPORTATION	2,083	3,387	2,440	-	-	-	-	-	-	-	2,328	
60042	LODGING	10,584	17,511	7,853	7,400	7,400	7,400	-	0.0%	-	0.0%	(9,260)	Budgeting 20 trips.
60043	PER DIEM	4,368	3,987	2,145	2,280	2,280	2,280	-	0.0%	-	0.0%	366	
60044	HOSPITALITY	0	-	-	3,000	3,000	3,000	-	0.0%	-	0.0%	(2,506)	
60045	TICKETS	120	1,171	-	-	-	-	-	-	-	-	(717)	
60049	HONORARIA - ATHLETES	0	-	5,000	-	-	-	-	-	-	-	3,000	
60055	AWARDS	0	123	-	-	-	-	-	-	-	-	(123)	
60056	PROTOCOL/GIFTS	439	197	114	4,000	4,000	4,000	-	0.0%	-	0.0%	(1,798)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(3,825)	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	135	
60065	EQUIPMENT/SPACE RENTAL	1,000	-	-	-	-	-	-	-	-	-	1,197	
60071	TELEVISION/VIDEO PRODUCTION	6,500	-	-	10,000	10,000	10,000	-	0.0%	-	0.0%	(13,000)	
60075	AUTOMOBILE EXPENSE	0	25	-	-	-	-	-	-	-	-	(25)	
60080	SUBSCRIPTIONS	5,500	5,500	6,050	5,820	5,820	5,820	-	0.0%	-	0.0%	(6,695)	
60085	GRAPHICS/ART WORK	0	-	1,248	-	-	-	-	-	-	-	(1,248)	
60098	DUES & FEES	0	35	14,450	-	-	-	-	-	-	-	(14,427)	
	TOTAL EXPENSES	58,511	51,690	51,523	50,000	45,000	50,000	5,000	10.0%	(5,000)	(11.1%)	(11,225)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

FAMILY PROGRAM Program:5620

Program Manager: Jim Fox

Program Description: Help support USA Swimming family members and friends during international competitions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	297	-	500	-	(500)	-	500	100.0%	(797)	
60004	CONFERENCE CALLS	72	-	-	-	-	-	-	-	-	-	96	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	65	
60011	FREIGHT	2,498	2,502	640	-	-	-	-	-	-	-	2,837	
60013	EXCESS BAGGAGE & TIPS	0	35	-	-	-	-	-	-	-	-	62	
60020	SUPPLIES	44	218	30	-	-	-	-	-	-	-	75	
60033	MEALS & ENTERTAINMENT	490	593	542	-	-	-	-	-	-	-	(244)	
60040	AIRFARE	2,583	3,534	2,000	2,500	2,500	5,000	-	0.0%	(2,500)	(100.0%)	(98)	Budgeting 2 staff airfare trips and 32 room nights.
60041	GROUND TRANSPORTATION	331	4,577	5,177	6,000	6,000	-	-	0.0%	6,000	100.0%	4,419	
60042	LODGING	14,975	3,768	1,497	2,775	16,275	25,600	(13,500)	(486.5%)	(9,325)	(57.3%)	(22,189)	Budgeting 2 staff airfare trips and 32 room nights.
60043	PER DIEM	1,598	1,142	931	855	855	7,360	-	0.0%	(6,505)	(760.8%)	(5,129)	
60044	HOSPITALITY	1,865	561	-	4,970	4,970	5,000	-	0.0%	(30)	(0.6%)	(7,682)	
60045	TICKETS	18,308	1,411	32,133	-	-	-	-	-	-	-	569	
60056	PROTOCOL/GIFTS	1,688	-	-	-	-	-	-	-	-	-	3,237	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	465	
60061	APPAREL	0	214	-	-	-	-	-	-	-	-	1,486	
60062	APPAREL - VIK	19,357	4,900	11,537	12,500	12,500	30,000	-	0.0%	(17,500)	(140.0%)	(6,405)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	46	
60070	CAMERA, PHOTO, VIDEO	0	-	-	5,000	5,000	5,000	-	0.0%	-	0.0%	(9,988)	
60087	CREDIT CARD FEES	1,912	664	354	-	-	-	-	-	-	-	4,300	
60098	DUES & FEES	202	64	-	-	-	-	-	-	-	-	1,134	
	TOTAL EXPENSES	65,922	24,183	55,137	34,600	48,600	77,960	(14,000)	(40.5%)	(29,360)	(60.4%)	(33,741)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SWIMBIZ Program:5715
Program Manager: Amanda Bryant/Jim Fox

Program Description: Educational program to support clubs with social media, advertising, branding, communications, sponsorship and local promotions. Will not take place in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	5	-	-	-	-	-	-	-	-	-	5	
60011	FREIGHT	181	109	13	680	100	-	580	85.3%	100	100.0%	(41)	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	-	-	-	-	-	-	(25)	
60015	PRINTING AND DUPLICATION	9	-	40	-	115	-	(115)	-	115	100.0%	(146)	
60017	PERSONAL CAR MILEAGE	0	-	-	-	65	-	(65)	-	65	100.0%	53	
60020	SUPPLIES	80	378	109	500	20	-	480	96.0%	20	100.0%	1,561	
60025	ADVERTISING	150	-	93	-	-	-	-	-	-	-	57	
60033	MEALS & ENTERTAINMENT	3,214	4,073	4,926	3,000	8,900	-	(5,900)	(196.7%)	8,900	100.0%	(11,280)	
60034	CAR RENTAL	217	180	-	300	400	-	(100)	(33.3%)	400	100.0%	(363)	
60036	OTHER LODGING	0	-	3,923	-	-	-	-	-	-	-	(3,923)	
60038	OTHER AIRFARE	0	-	282	-	-	-	-	-	-	-	(282)	
60040	AIRFARE	2,863	4,371	4,857	10,000	3,892	-	6,108	61.1%	3,892	100.0%	(6,757)	
60041	GROUND TRANSPORTATION	0	-	-	1,000	-	-	1,000	100.0%	-	-	70	
60042	LODGING	1,360	3,704	251	11,100	4,060	-	7,040	63.4%	4,060	100.0%	(2,686)	
60043	PER DIEM	0	-	-	3,420	-	-	3,420	100.0%	-	-	-	
60044	HOSPITALITY	21,161	22,159	22,179	11,000	20,000	-	(9,000)	(81.8%)	20,000	100.0%	(29,659)	
60050	HONORARIA	0	2,000	-	-	-	-	-	-	-	-	(2,000)	
60055	AWARDS	7,062	1,305	1,200	5,000	1,251	-	3,749	75.0%	1,251	100.0%	4,397	
60056	PROTOCOL/GIFTS	2,122	1,408	777	2,500	1,611	-	889	35.6%	1,611	100.0%	(1,450)	
60060	GEAR/EQUIPMENT/SIGNAGE	365	4,256	616	-	2,600	-	(2,600)	-	2,600	100.0%	(6,779)	
60065	EQUIPMENT/SPACE RENTAL	8,368	18,522	21,988	10,000	24,286	-	(14,286)	(142.9%)	24,286	100.0%	(56,006)	
60070	CAMERA, PHOTO, VIDEO	0	6,250	5,500	5,000	4,500	-	500	10.0%	4,500	100.0%	(12,400)	
60087	CREDIT CARD FEES	573	639	615	-	200	-	(200)	-	200	100.0%	(881)	
60097	OTHER PROFESSIONAL SERVICES	4,828	1,500	2,900	10,000	12,500	-	(2,500)	(25.0%)	12,500	100.0%	(12,072)	
60098	DUES & FEES	(4,312)	334	546	1,500	500	-	1,000	66.7%	500	100.0%	(4,293)	
	TOTAL EXPENSES	48,245	71,214	70,815	75,000	85,000	-	(10,000)	(13.3%)	85,000	100.0%	(144,900)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONALS MARKETING Program:5709

Program Manager: Amanda Bryant / Jim Fox

Program Description: Marketing, promotion, fan zone, and VIP experience for the Phillips 66 National Championships (Invitational in 2020).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	158	75	75	-	-	0.0%	75	100.0%	(233)	
60005	INTERNET SERVICE	0	-	58	-	-	-	-	-	-	-	(58)	
60007	IT INTERNET	0	-	-	80	80	-	-	0.0%	80	100.0%	(80)	
60010	POSTAGE	0	-	2,418	3,500	3,500	200	-	0.0%	3,300	94.3%	(6,118)	
60011	FREIGHT	0	-	2,507	3,190	3,190	200	-	0.0%	2,990	93.7%	(5,897)	
60013	EXCESS BAGGAGE & TIPS	0	-	50	225	225	-	-	0.0%	225	100.0%	(275)	
60015	PRINTING AND DUPLICATION	0	-	9,517	4,000	4,000	200	-	0.0%	3,800	95.0%	(13,717)	
60017	PERSONAL CAR MILEAGE	0	-	182	300	300	200	-	0.0%	100	33.3%	(682)	
60020	SUPPLIES	0	-	2,327	2,000	2,000	200	-	0.0%	1,800	90.0%	(4,527)	
60025	ADVERTISING	0	-	25,969	20,000	20,000	5,000	-	0.0%	15,000	75.0%	(50,969)	
60033	MEALS & ENTERTAINMENT	0	-	-	500	500	-	-	0.0%	500	100.0%	(500)	
60034	CAR RENTAL	0	-	628	1,600	1,600	750	-	0.0%	850	53.1%	(2,978)	
60035	CAR RENTAL-GAS	0	-	49	100	100	-	-	0.0%	100	100.0%	(149)	
60036	OTHER LODGING	0	-	6,096	-	-	-	-	-	-	-	(6,096)	
60040	AIRFARE	0	-	16,166	4,000	4,000	4,000	-	0.0%	-	0.0%	(24,166)	
60041	GROUND TRANSPORTATION	0	-	1,138	300	300	-	-	0.0%	300	100.0%	(1,438)	
60042	LODGING	0	-	4,188	3,600	3,600	7,400	-	0.0%	(3,800)	(105.6%)	(15,188)	
60043	PER DIEM	0	-	272	1,920	1,920	2,280	-	0.0%	(360)	(18.8%)	(4,472)	
60044	HOSPITALITY	0	-	21,683	53,000	53,000	10,000	-	0.0%	43,000	81.1%	(84,683)	
60046	LAUNDRY SERVICES	0	-	177	-	-	-	-	-	-	-	(177)	
60047	GOLDEN GOGGLES	0	-	2,485	-	-	-	-	-	-	-	(2,485)	
60049	HONORARIA - ATHLETES	0	-	4,000	8,000	8,000	10,000	-	0.0%	(2,000)	(25.0%)	(22,000)	
60056	PROTOCOL/GIFTS	0	-	9,043	3,000	3,000	8,000	-	0.0%	(5,000)	(166.7%)	(20,043)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	65,331	50,000	50,000	5,000	-	0.0%	45,000	90.0%	(120,331)	
60061	APPAREL	0	-	2,407	2,500	2,500	-	-	0.0%	2,500	100.0%	(4,907)	
60062	APPAREL - VIK	0	-	203	-	-	-	-	-	-	-	(203)	
60065	EQUIPMENT/SPACE RENTAL	0	-	101,611	-	-	-	-	-	-	-	(101,611)	
60067	EVENT - VENUE	0	-	252,314	-	-	10,000	-	-	(10,000)	-	(262,314)	
60068	EVENT - PRODUCTION	0	-	-	-	130,000	-	(130,000)	-	130,000	100.0%	(130,000)	Hampton Productions, Dodd Technologies, In Productions, etc. - Above original projections.
60070	CAMERA, PHOTO, VIDEO	0	-	1,500	2,000	2,000	1,570	-	0.0%	430	21.5%	(5,070)	
60080	SUBSCRIPTIONS	0	-	-	300	300	-	-	0.0%	300	100.0%	(300)	
60097	OTHER PROFESSIONAL SERVICES	0	-	22,295	170,000	226,000	30,000	(56,000)	(32.9%)	196,000	86.7%	(278,295)	Hampton Productions, Dodd Technologies, In Productions, etc.
	TOTAL EXPENSES	0	-	554,771	334,190	520,190	95,000	(186,000)	(55.7%)	425,190	81.7%	(1,169,961)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR NATIONALS MARKETING Program:5760
Program Manager: Amanda Bryant / Jim Fox

Program Description: Marketing, promotion, and fan zone for the Speedo Junior Championships. Will not take place in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	90	90	-	-	0.0%	90	100.0%	(90)	Hampton Productions, Dodd Technologies, In Productions, etc. Carry over/shared with Nationals Budget.
60007	IT INTERNET	0	-	-	60	60	-	-	0.0%	60	100.0%	(60)	
60010	POSTAGE	0	-	-	750	750	-	-	0.0%	750	100.0%	(750)	
60011	FREIGHT	0	-	-	500	500	-	-	0.0%	500	100.0%	(500)	
60015	PRINTING AND DUPLICATION	0	-	-	3,000	3,000	-	-	0.0%	3,000	100.0%	(3,000)	
60017	PERSONAL CAR MILEAGE	0	-	-	90	90	-	-	0.0%	90	100.0%	(90)	
60020	SUPPLIES	0	-	-	600	600	-	-	0.0%	600	100.0%	(600)	
60025	ADVERTISING	0	-	-	15,900	15,900	-	-	0.0%	15,900	100.0%	(15,900)	
60033	MEALS & ENTERTAINMENT	0	-	-	150	150	-	-	0.0%	150	100.0%	(150)	
60034	CAR RENTAL	0	-	-	300	300	-	-	0.0%	300	100.0%	(300)	
60035	CAR RENTAL-GAS	0	-	-	30	30	-	-	0.0%	30	100.0%	(30)	
60040	AIRFARE	0	-	-	1,200	1,200	-	-	0.0%	1,200	100.0%	(1,200)	
60041	GROUND TRANSPORTATION	0	-	-	290	290	-	-	0.0%	290	100.0%	(290)	
60042	LODGING	0	-	-	1,440	1,440	-	-	0.0%	1,440	100.0%	(1,440)	
60043	PER DIEM	0	-	-	540	540	-	-	0.0%	540	100.0%	(540)	
60050	HONORARIA	0	-	-	5,000	5,000	-	-	0.0%	5,000	100.0%	(5,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	15,000	15,000	-	-	0.0%	15,000	100.0%	(15,000)	
60067	EVENT - VENUE	0	-	-	-	(70,000)	-	70,000	-	(70,000)	100.0%	70,000	Hampton Productions, Dodd Technologies, In Productions, etc. Carry over/shared with Nationals Budget.
60070	CAMERA, PHOTO, VIDEO	0	-	-	60	60	-	-	0.0%	60	100.0%	(60)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	30,000	30,000	-	-	0.0%	30,000	100.0%	(30,000)	Hampton Productions, Dodd Technologies, In Productions, etc. Carry over/shared with Nationals Budget.
	TOTAL EXPENSES	0	-	-	75,000	5,000	-	70,000	93.3%	5,000	100.0%	(5,000)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PRO SWIM SERIES MARKETING Program:5762
Program Manager: Amanda Bryant / Jim Fox
Program Description: Execution of the TYR Pro Swim Series Marketing and Promotion

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	300	300	500	-	0.0%	(200)	(66.7%)	(800)	
60007	IT INTERNET	0	-	-	50	50	-	-	0.0%	50	100.0%	(50)	
60010	POSTAGE	0	-	-	2,500	2,500	-	-	0.0%	2,500	100.0%	(2,500)	
60011	FREIGHT	0	-	-	1,750	1,750	3,000	-	0.0%	(1,250)	(71.4%)	(4,750)	
60015	PRINTING AND DUPLICATION	0	-	-	5,000	5,000	6,500	-	0.0%	(1,500)	(30.0%)	(11,500)	
60017	PERSONAL CAR MILEAGE	0	-	-	300	300	350	-	0.0%	(50)	(16.7%)	(650)	
60020	SUPPLIES	0	-	-	500	500	500	-	0.0%	-	0.0%	(1,000)	
60025	ADVERTISING	0	-	-	50,000	50,000	75,000	-	0.0%	(25,000)	(50.0%)	(125,000)	Recommended in preparation of Olympic year
60034	CAR RENTAL	0	-	-	1,000	1,000	3,000	-	0.0%	(2,000)	(200.0%)	(4,000)	
60035	CAR RENTAL-GAS	0	-	-	300	300	300	-	0.0%	-	0.0%	(600)	
60040	AIRFARE	0	-	-	9,000	9,000	7,000	-	0.0%	2,000	22.2%	(16,000)	Budgeting 10 staff trips and 4 athlete rep trips.
60041	GROUND TRANSPORTATION	0	-	-	500	500	1,000	-	0.0%	(500)	(100.0%)	(1,500)	
60042	LODGING	0	-	-	5,400	5,400	8,510	-	0.0%	(3,110)	(57.6%)	(13,910)	Budgeting 10 staff trips and 4 athlete promotional trips.
60043	PER DIEM	0	-	-	3,240	3,240	4,446	-	0.0%	(1,206)	(37.2%)	(7,686)	
60044	HOSPITALITY	0	-	-	5,000	5,000	12,000	-	0.0%	(7,000)	(140.0%)	(17,000)	
60049	HONORARIA - ATHLETES	0	-	-	30,000	30,000	25,000	-	0.0%	5,000	16.7%	(55,000)	No longer contracting athletes for Swim Squads but contracting athletes for autograph sessions and learn to swim lessons.
60056	PROTOCOL/GIFTS	0	-	-	-	-	2,500	-	-	(2,500)	-	(2,500)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	15,000	15,000	20,000	-	0.0%	(5,000)	(33.3%)	(35,000)	
60061	APPAREL	0	-	-	3,500	3,500	1,000	-	0.0%	2,500	71.4%	(4,500)	
60067	EVENT - VENUE	0	-	-	3,000	3,000	5,000	-	0.0%	(2,000)	(66.7%)	(8,000)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	2,000	2,000	1,000	-	0.0%	1,000	50.0%	(3,000)	
60080	SUBSCRIPTIONS	0	-	-	-	5,000	-	(5,000)	-	5,000	100.0%	(5,000)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	5,000	52,000	-	(47,000)	(940.0%)	52,000	100.0%	(52,000)	Added event and marketing costs in 2019 per the announced 6th event in late 2019.
	TOTAL EXPENSES	0	-	-	143,340	195,340	176,606	(52,000)	(36.3%)	18,734	9.6%	(371,946)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
US OPEN MARKETING Program:5764
Program Manager: Amanda Bryant / Jim Fox
Program Description: Marketing and promotion for the Toyota US Open

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	250	250	200	-	0.0%	50	20.0%	(450)	Hampton Productions, Dodd Technologies, In Productions, etc. "Trializing" more than originally projected in 2019.
60007	IT INTERNET	0	-	-	50	50	-	-	0.0%	50	100.0%	(50)	
60010	POSTAGE	0	-	-	1,500	1,500	-	-	0.0%	1,500	100.0%	(1,500)	
60011	FREIGHT	0	-	-	500	500	500	-	0.0%	-	0.0%	(1,000)	
60015	PRINTING AND DUPLICATION	0	-	-	5,000	5,000	5,000	-	0.0%	-	0.0%	(10,000)	
60017	PERSONAL CAR MILEAGE	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
60020	SUPPLIES	0	-	-	500	500	500	-	0.0%	-	0.0%	(1,000)	
60025	ADVERTISING	0	-	-	12,000	12,000	25,000	-	0.0%	(13,000)	(108.3%)	(37,000)	
60034	CAR RENTAL	0	-	-	150	150	750	-	0.0%	(600)	(400.0%)	(900)	
60035	CAR RENTAL-GAS	0	-	-	50	50	50	-	0.0%	-	0.0%	(100)	
60040	AIRFARE	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,000)	
60041	GROUND TRANSPORTATION	0	-	-	300	300	300	-	0.0%	-	0.0%	(600)	
60042	LODGING	0	-	-	1,200	1,200	1,480	-	0.0%	(280)	(23.3%)	(2,680)	
60043	PER DIEM	0	-	-	400	400	570	-	0.0%	(170)	(42.5%)	(970)	
60049	HONORARIA - ATHLETES	0	-	-	6,000	6,000	2,000	-	0.0%	4,000	66.7%	(8,000)	
60056	PROTOCOL/GIFTS	0	-	-	-	-	500	-	-	(500)	-	(500)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	5,000	5,000	3,500	-	0.0%	1,500	30.0%	(8,500)	
60068	EVENT - PRODUCTION	0	-	-	-	60,000	-	(60,000)	-	60,000	100.0%	(60,000)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	2,000	2,000	1,500	-	0.0%	500	25.0%	(3,500)	
	TOTAL EXPENSES	0	-	-	36,000	96,000	42,950	(60,000)	(166.7%)	53,050	55.3%	(138,950)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OTHER EVENT MARKETING Program:5770
Program Manager: Amanda Bryant / Jim Fox

Program Description: Promotion for USA Swimming at Sports Commission/CVB Conventions as well as expenses that span all events such as Vendini expenses or a USA Swimming activation.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	50	50	-	-	0.0%	50	100.0%	(50)	
60005	INTERNET SERVICE	0	-	293	-	-	-	-	-	-	-	(293)	
60013	EXCESS BAGGAGE & TIPS	0	-	110	-	-	-	-	-	-	-	(110)	
60015	PRINTING AND DUPLICATION	0	-	235	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,235)	
60017	PERSONAL CAR MILEAGE	0	-	343	300	300	300	-	0.0%	-	0.0%	(943)	
60020	SUPPLIES	0	-	19	2,000	2,000	800	-	0.0%	1,200	60.0%	(2,819)	
60033	MEALS & ENTERTAINMENT	0	-	892	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,892)	
60034	CAR RENTAL	0	-	1,693	1,200	1,200	600	-	0.0%	600	50.0%	(3,493)	
60035	CAR RENTAL-GAS	0	-	118	200	200	200	-	0.0%	-	0.0%	(518)	
60036	OTHER LODGING	0	-	3,734	-	-	-	-	-	-	-	(3,734)	
60040	AIRFARE	0	-	-	4,000	4,000	1,000	-	0.0%	3,000	75.0%	(5,000)	
60041	GROUND TRANSPORTATION	0	-	3,078	6,000	6,000	500	-	0.0%	5,500	91.7%	(9,578)	
60042	LODGING	0	-	12,246	2,400	2,400	1,110	-	0.0%	1,290	53.8%	(15,756)	
60043	PER DIEM	0	-	4,861	1,920	1,920	456	-	0.0%	1,464	76.3%	(7,237)	
60044	HOSPITALITY	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(4,000)	
60049	HONORARIA - ATHLETES	0	-	12,000	-	-	-	-	-	-	-	(12,000)	
60050	HONORARIA	0	-	-	4,000	4,000	-	-	0.0%	4,000	100.0%	(4,000)	Decreasing due to category would be applied to a specific event.
60056	PROTOCOL/GIFTS	0	-	-	3,000	3,000	3,000	-	0.0%	-	0.0%	(6,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	823	5,000	5,000	7,500	-	0.0%	(2,500)	(50.0%)	(13,323)	Increased to create a USA Swimming promotional activation that could travel to a variety of events
60061	APPAREL	0	-	-	1,500	1,500	1,000	-	0.0%	500	33.3%	(2,500)	
60067	EVENT - VENUE	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,000)	
60070	CAMERA, PHOTO, VIDEO	0	-	486	-	-	-	-	-	-	-	(486)	
60080	SUBSCRIPTIONS	0	-	5,600	2,000	2,000	2,000	-	0.0%	-	0.0%	(9,600)	
60085	GRAPHICS/ART WORK	0	-	300	-	-	-	-	-	-	-	(300)	
60097	OTHER PROFESSIONAL SERVICES	0	-	979	-	(20,000)	-	20,000	-	(20,000)	100.0%	19,021	
TOTAL EXPENSES		0	-	47,811	38,570	18,570	23,466	20,000	51.9%	(4,896)	(26.4%)	(89,847)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USA SWIMMING HOUSE-TRIALS Program:5755
Program Manager: Jim Fox / Amanda Bryant

Program Description: USA Swimming House and USA Swimming Live expenses around the Trials. A part of the 2020 Olympic Trials includes USA Swimming experience in USA House, VIP experience, working with an agency to bring in entertainment.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	190	-	-	-	-	6,000	-	-	(6,000)	-	(5,810)	
60017	PERSONAL CAR MILEAGE	159	-	-	-	-	-	-	-	-	-	159	
60020	SUPPLIES	3,621	-	-	43	43	6,000	-	0.0%	(5,957)	(13853.5%)	(2,422)	
60033	MEALS & ENTERTAINMENT	376	-	-	-	-	50,000	-	-	(50,000)	-	(49,624)	
60034	CAR RENTAL	0	-	-	1,575	1,575	-	-	0.0%	1,575	100.0%	(1,575)	
60035	CAR RENTAL-GAS	45	-	-	-	-	-	-	-	-	-	45	
60040	AIRFARE	1,758	-	-	3,500	3,500	-	-	0.0%	3,500	100.0%	(1,742)	
60041	GROUND TRANSPORTATION	163	-	-	-	-	-	-	-	-	-	163	
60042	LODGING	2,143	-	-	3,885	3,885	-	-	0.0%	3,885	100.0%	(1,742)	
60043	PER DIEM	0	-	-	1,197	1,197	-	-	0.0%	1,197	100.0%	(1,197)	
60044	HOSPITALITY	83,498	-	-	-	-	50,000	-	-	(50,000)	-	33,498	
60056	PROTOCOL/GIFTS	1,968	-	-	-	-	40,000	-	-	(40,000)	-	(38,032)	
60060	GEAR/EQUIPMENT/SIGNAGE	38,089	-	-	-	-	40,000	-	-	(40,000)	-	(1,911)	
60061	APPAREL	5,360	-	-	-	-	-	-	-	-	-	5,360	
60065	EQUIPMENT/SPACE RENTAL	26,836	-	-	-	-	15,000	-	-	(15,000)	-	11,836	
60070	CAMERA, PHOTO, VIDEO	2,996	-	-	-	-	3,000	-	-	(3,000)	-	(4)	
60085	GRAPHICS/ART WORK	482	-	-	-	-	-	-	-	-	-	482	
60087	CREDIT CARD FEES	2,771	-	-	-	-	-	-	-	-	-	2,771	
60097	OTHER PROFESSIONAL SERVICES	43,959	-	-	-	-	40,000	-	-	(40,000)	-	3,959	
	TOTAL EXPENSES	214,413	-	-	10,200	10,200	250,000	-	0.0%	(239,800)	(2351.0%)	(45,787)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MULTICULTURAL PROMOTIONS Program:5913
Program Manager: Jim Fox / Isabelle McLemore

Program Description: Sigma Gamma Rho and General Diversity & Inclusion Promotions. Program inactivated, all 2019 activity transferred to 5901 and 5724.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	20	
60004	CONFERENCE CALLS	0	-	27	-	-	-	-	-	-	-	(27)	
60005	INTERNET SERVICE	0	19	-	-	-	-	-	-	-	-	8	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	215	
60010	POSTAGE	0	2	4	200	-	-	200	100.0%	-	-	(6)	
60011	FREIGHT	3,085	5,639	5,600	1,500	-	-	1,500	100.0%	-	-	(5,162)	
60013	EXCESS BAGGAGE & TIPS	770	70	66	-	-	-	-	-	-	-	634	
60015	PRINTING AND DUPLICATION	1,640	2,100	2,070	5,000	-	-	5,000	100.0%	-	-	211	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,954	
60017	PERSONAL CAR MILEAGE	586	663	118	750	-	-	750	100.0%	-	-	800	
60020	SUPPLIES	3,674	14,746	2,969	25	-	-	25	100.0%	-	-	(11,737)	
60025	ADVERTISING	0	489	-	2,500	-	-	2,500	100.0%	-	-	(489)	
60033	MEALS & ENTERTAINMENT	1,351	3,784	2,029	2,500	-	-	2,500	100.0%	-	-	45	
60034	CAR RENTAL	2,257	1,131	756	-	-	-	-	-	-	-	369	
60035	CAR RENTAL-GAS	0	32	-	-	-	-	-	-	-	-	(32)	
60036	OTHER LODGING	0	-	2,511	-	-	-	-	-	-	-	(2,511)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,985	
60040	AIRFARE	9,892	10,585	8,397	-	-	-	-	-	-	-	17,450	
60041	GROUND TRANSPORTATION	900	1,836	2,505	1,500	-	-	1,500	100.0%	-	-	440	
60042	LODGING	9,715	12,685	3,036	-	-	-	-	-	-	-	18,294	
60043	PER DIEM	2,548	1,679	1,618	-	-	-	-	-	-	-	4,669	
60044	HOSPITALITY	1,094	9,539	2,502	9,000	-	-	9,000	100.0%	-	-	(804)	
60045	TICKETS	1,770	-	-	-	-	-	-	-	-	-	1,770	
60047	GOLDEN GOGGLES	0	-	3,000	-	-	-	-	-	-	-	(3,000)	
60049	HONORARIA - ATHLETES	20,000	41,500	37,500	30,000	-	-	30,000	100.0%	-	-	(19,660)	
60050	HONORARIA	10,000	5,000	-	-	-	-	-	-	-	-	32,000	
60056	PROTOCOL/GIFTS	14,054	7,944	4,671	2,000	-	-	2,000	100.0%	-	-	3,108	
60060	GEAR/EQUIPMENT/SIGNAGE	847	2,644	67	1,000	-	-	1,000	100.0%	-	-	3,774	
60061	APPAREL	3,635	5,971	4,172	2,000	-	-	2,000	100.0%	-	-	6,785	
60062	APPAREL - VIK	1,755	4,495	475	2,000	-	-	2,000	100.0%	-	-	10,056	
60065	EQUIPMENT/SPACE RENTAL	433	3,157	1,174	15,000	-	-	15,000	100.0%	-	-	(3,374)	
60070	CAMERA, PHOTO, VIDEO	4,709	1,655	-	2,256	-	-	2,256	100.0%	-	-	3,734	
60071	TELEVISION/VIDEO PRODUCTION	0	4,100	-	20,000	-	-	20,000	100.0%	-	-	(4,100)	
60090	DEPRECIATION & AMORTIZATION	12,488	4,163	1,041	-	-	-	-	-	-	-	23,416	
60097	OTHER PROFESSIONAL SERVICES	150	1,565	2,050	1,169	-	-	1,169	100.0%	-	-	51,208	
60098	DUES & FEES	1,670	-	-	200	-	-	200	100.0%	-	-	1,995	
62020	EXCESS ACCIDENT MED-MEMBERSH	250	-	-	-	-	-	-	-	-	-	250	
	TOTAL EXPENSES	109,273	147,192	88,355	98,600	-	-	98,600	100.0%	-	-	137,289	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MERCHANDISE PROGRAM Program:5902

Program Manager: Ellison Elledge / Jim Fox

Program Description: The sale of USA Swimming licensed merchandise at events and through the USA Swimming Online Store - shop.usaswimming.org

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	50	10	12	150	150	-	-	0.0%	150	100.0%	52	
60010	POSTAGE	0	0	1	-	-	-	-	-	-	-	5	
60011	FREIGHT	499	57	27	-	-	-	-	-	-	-	2,923	
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	(50)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	5,000	-	-	(5,000)	-	2,692	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,421	
60020	SUPPLIES	0	-	4,324	36	36	-	-	0.0%	36	100.0%	(4,360)	
60033	MEALS & ENTERTAINMENT	0	-	88	-	-	-	-	-	-	-	383	
60034	CAR RENTAL	0	-	248	300	300	675	-	0.0%	(375)	(125.0%)	(1,223)	
60035	CAR RENTAL-GAS	26	-	127	-	-	-	-	-	-	-	(101)	
60040	AIRFARE	1,398	2,224	3,971	2,000	2,400	3,600	(400)	(20.0%)	(1,200)	(50.0%)	667	
60041	GROUND TRANSPORTATION	460	757	263	-	-	-	-	-	-	-	2,009	
60042	LODGING	16,159	1,406	2,913	4,070	3,515	9,250	555	13.6%	(5,735)	(163.2%)	12,575	
60043	PER DIEM	662	961	953	1,254	1,140	1,680	114	9.1%	(540)	(47.4%)	434	
60044	HOSPITALITY	0	-	980	-	-	-	-	-	-	-	(910)	
60045	TICKETS	3,447	640	-	-	-	-	-	-	-	-	2,897	
60046	LAUNDRY SERVICES	190	-	-	-	-	-	-	-	-	-	190	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	500	
60056	PROTOCOL/GIFTS	158	-	136	-	-	5,000	-	-	(5,000)	-	(3,442)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	3,238	4,000	4,000	14,000	-	0.0%	(10,000)	(250.0%)	(19,153)	
60061	APPAREL	1,703	9,113	-	-	-	10,000	-	-	(10,000)	-	(16,423)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	15,000	-	-	(15,000)	-	(14,750)	Space rental/equipment for merch partners.
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	351	
60097	OTHER PROFESSIONAL SERVICES	0	2,909	-	14,190	14,190	15,000	-	0.0%	(810)	(5.7%)	(31,643)	Local contractor assistance.
60098	DUES & FEES	0	2,500	-	-	-	-	-	-	-	-	7,500	
	TOTAL EXPENSES	24,753	20,628	17,279	26,000	25,731	79,205	269	1.0%	(53,474)	(207.8%)	(57,457)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AQUA ZONE-OLYMPIC TRIALS Program:5911
Program Manager: Amanda Bryant / Jim Fox

Program Description: Aqua Zone fan experience event at the 2020 Olympic Trials. Budget includes all expenses for the Trials Aqua Zone including agency fees, signage, building of space, space rental, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	20	-	-	-	-	-	-	-	-	-	20	
60011	FREIGHT	9,384	8	-	-	-	10,000	-	-	(10,000)	-	5	
60013	EXCESS BAGGAGE & TIPS	50	-	-	-	-	-	-	-	-	-	50	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	200	-	-	(200)	-	(134)	
60020	SUPPLIES	31,444	-	-	-	-	2,000	-	-	(2,000)	-	29,444	
60025	ADVERTISING	39,646	-	-	-	-	20,000	-	-	(20,000)	-	19,646	
60033	MEALS & ENTERTAINMENT	122	-	-	-	-	-	-	-	-	-	122	
60034	CAR RENTAL	371	-	-	-	-	-	-	-	-	-	371	
60035	CAR RENTAL-GAS	107	-	-	-	-	-	-	-	-	-	107	
60040	AIRFARE	494	-	-	-	-	-	-	-	-	-	494	
60041	GROUND TRANSPORTATION	14	-	-	-	-	-	-	-	-	-	56	
60042	LODGING	35,947	-	-	-	-	-	-	-	-	-	36,135	
60043	PER DIEM	1,043	-	-	-	-	-	-	-	-	-	1,137	
60049	HONORARIA - ATHLETES	18,000	-	-	-	-	70,000	-	-	(70,000)	-	(52,000)	Athlete appearances in the Aqua Zone.
60056	PROTOCOL/GIFTS	65	-	-	-	-	-	-	-	-	-	65	
60060	GEAR/EQUIPMENT/SIGNAGE	66,914	-	-	-	-	150,000	-	-	(150,000)	-	(83,086)	
60061	APPAREL	875	-	-	-	-	8,000	-	-	(8,000)	-	(7,125)	
60065	EQUIPMENT/SPACE RENTAL	19,669	5,400	-	-	-	150,000	-	-	(150,000)	-	(117,206)	Fees for CHI Center (cleaning crew, security, etc.).
60087	CREDIT CARD FEES	1,472	-	-	-	-	-	-	-	-	-	1,472	
60097	OTHER PROFESSIONAL SERVICES	613,838	-	-	15,000	15,000	590,000	-	0.0%	(575,000)	(3833.3%)	26,383	Agency fees, signage, building of space, etc.
60098	DUES & FEES	2,399	-	5,700	-	-	-	-	-	-	-	(3,301)	
61013	TEMPORARY HELP	75,754	-	-	-	-	-	-	-	-	-	75,754	
62008	GENERAL LIABILITY/SML	500	-	-	-	-	-	-	-	-	-	500	
	TOTAL EXPENSES	918,129	5,408	5,700	15,000	15,000	1,000,200	-	0.0%	(985,200)	(6568.0%)	(71,090)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

APA APPEARANCE Program:5109

Program Manager: Wendy Bartlett

Program Description: Promotes USA Swimming through the National Team Athlete Partnership Agreements for involvement in the community. 53 athletes for the 2019 and 2020 season.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	3	-	-	-	-	-	-	-	-	32	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	34	
60010	POSTAGE	19	2	13	500	25	500	475	95.0%	(475)	(1900.0%)	(438)	
60011	FREIGHT	540	496	497	3,000	500	1,000	2,500	83.3%	(500)	(100.0%)	562	
60013	EXCESS BAGGAGE & TIPS	85	-	100	-	-	100	-	-	(100)	-	(115)	
60015	PRINTING AND DUPLICATION	4,529	1,437	1,424	4,500	2,000	4,000	2,500	55.6%	(2,000)	(100.0%)	(160)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	2,154	
60017	PERSONAL CAR MILEAGE	264	146	155	-	-	500	-	-	(500)	-	888	
60020	SUPPLIES	19	34	-	500	500	250	-	0.0%	250	50.0%	(657)	
60033	MEALS & ENTERTAINMENT	426	341	617	2,000	2,000	2,000	-	0.0%	-	0.0%	(2,911)	
60034	CAR RENTAL	555	440	985	2,250	1,000	2,250	1,250	55.6%	(1,250)	(125.0%)	(4,120)	
60035	CAR RENTAL-GAS	92	92	192	-	-	500	-	-	(500)	-	(692)	
60036	OTHER LODGING	0	-	3,106	-	-	-	-	-	-	-	(3,106)	
60039	AIRFARE - VIK	0	-	168	-	-	-	-	-	-	-	1,488	
60040	AIRFARE	5,645	9,721	8,297	15,000	5,000	17,500	10,000	66.7%	(12,500)	(250.0%)	(10,442)	Budgeting ~35 trips (staff and athletes)
60041	GROUND TRANSPORTATION	735	943	1,400	2,000	2,000	2,000	-	0.0%	-	0.0%	(1,704)	
60042	LODGING	6,465	7,901	1,581	5,550	5,000	9,250	550	9.9%	(4,250)	(85.0%)	(4,409)	Budgeting ~35 trips (staff and athletes)
60043	PER DIEM	1,500	1,190	854	1,710	1,710	2,850	-	0.0%	(1,140)	(66.7%)	(3,316)	
60044	HOSPITALITY	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(1,993)	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	165	
60049	HONORARIA - ATHLETES	25,000	-	-	-	-	-	-	-	-	-	105,500	
60056	PROTOCOL/GIFTS	0	57	-	-	-	-	-	-	-	-	(57)	
60060	GEAR/EQUIPMENT/SIGNAGE	262	-	-	1,990	1,990	2,500	-	0.0%	(510)	(25.6%)	(3,870)	
60061	APPAREL	0	-	17	3,000	3,000	3,000	-	0.0%	-	0.0%	(4,696)	
60062	APPAREL - VIK	0	-	173	-	-	500	-	-	(500)	-	(673)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	3,000	3,000	3,000	-	0.0%	-	0.0%	(5,975)	
60085	GRAPHICS/ART WORK	375	-	-	-	-	-	-	-	-	-	375	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	3,000	8,000	5,000	(5,000)	(166.7%)	3,000	37.5%	(13,000)	
60098	DUES & FEES	0	283	-	-	-	-	-	-	-	-	1,012	
	TOTAL EXPENSES	46,510	23,083	19,579	50,000	37,725	58,700	12,275	24.6%	(20,975)	(55.6%)	49,877	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SOCIAL MEDIA AGGREGATION Program:5722
Program Manager: Isabelle McLemore/Kara Raney
Program Description: USA Swimming's organization and event social/digital media support.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60097	OTHER PROFESSIONAL SERVICES	30,000	-	-	-	15,000	35,000	(15,000)	-	(20,000)	(133.3%)	10,000	2019 money reclassified from program #5724. Increase in 2020 covers the possible Socialie renewal fee (\$18k). Other items include Tagboard, snap chat filters, social boosting, digital animations, equipment, etc.
TOTAL EXPENSES		30,000	-	-	-	15,000	35,000	(15,000)	-	(20,000)	(133.3%)	10,000	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

PUBLIC RELATIONS Program:5714

Program Manager: Isabelle McLemore

Program Description: Provides promotional support for USA Swimming, its programs, services, initiatives and communications efforts as part of the business plan. Also a budget for media training, organizational communications and issues management.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	3	-	-	-	-	-	-	-	(3)	
60011	FREIGHT	0	12	13	-	-	-	-	-	-	-	(25)	
60017	PERSONAL CAR MILEAGE	0	82	-	-	-	-	-	-	-	-	(82)	
60033	MEALS & ENTERTAINMENT	0	-	157	-	-	-	-	-	-	-	(96)	
60034	CAR RENTAL	0	-	39	-	-	-	-	-	-	-	(39)	
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	(21)	
60036	OTHER LODGING	0	-	119	-	-	-	-	-	-	-	(119)	
60038	OTHER AIRFARE	0	-	110	-	-	-	-	-	-	-	(110)	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	472	
60041	GROUND TRANSPORTATION	0	22	60	-	-	-	-	-	-	-	(39)	
60043	PER DIEM	0	45	-	-	-	-	-	-	-	-	(45)	
60097	OTHER PROFESSIONAL SERVICES	21,199	39,315	4,900	75,000	35,000	25,000	40,000	53.3%	10,000	28.6%	115,929	
	TOTAL EXPENSES	21,199	39,476	5,422	75,000	35,000	25,000	40,000	53.3%	10,000	28.6%	115,822	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COMMUNICATION OPERATIONS Program:5724
Program Manager: Isabelle McLemore

Program Description: USA Swimming's media relations and operations at major events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	13	-	6	-	-	-	-	-	-	-	7	
60004	CONFERENCE CALLS	393	1	34	469	469	500	-	0.0%	(31)	(6.6%)	621	
60005	INTERNET SERVICE	86	28	375	100	100	100	-	0.0%	-	0.0%	(347)	
60006	OTHER COMMUNICATIONS COST	0	133	10,133	-	13,600	18,600	(13,600)	-	(5,000)	(36.8%)	(42,465)	
60010	POSTAGE	27	3	-	100	100	100	-	0.0%	-	0.0%	(151)	
60011	FREIGHT	621	545	265	200	200	200	-	0.0%	-	0.0%	266	
60013	EXCESS BAGGAGE & TIPS	388	475	400	250	250	250	-	0.0%	-	0.0%	(967)	
60015	PRINTING AND DUPLICATION	304	119	27	200	200	200	-	0.0%	-	0.0%	728	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	7,511	
60017	PERSONAL CAR MILEAGE	849	1,145	1,264	1,500	1,500	1,500	-	0.0%	-	0.0%	(1,819)	
60020	SUPPLIES	489	150	105	481	481	481	-	0.0%	-	0.0%	1,352	
60025	ADVERTISING	0	-	3,635	-	-	-	-	-	-	-	(3,324)	
60033	MEALS & ENTERTAINMENT	1,960	395	1,192	2,000	2,000	2,000	-	0.0%	-	0.0%	98	
60034	CAR RENTAL	2,246	631	964	-	1,000	2,625	(1,000)	-	(1,625)	(162.5%)	(2,974)	
60035	CAR RENTAL-GAS	163	50	121	-	-	-	-	-	-	-	(8)	
60036	OTHER LODGING	0	-	16,617	-	-	-	-	-	-	-	(16,617)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	835	
60040	AIRFARE	25,319	13,745	25,249	-	25,500	26,000	(25,500)	-	(500)	(2.0%)	2,700	Budgeting ~52 trips for the Comms dept
60041	GROUND TRANSPORTATION	3,735	3,307	4,250	4,000	4,000	4,000	-	0.0%	-	0.0%	(2,430)	(Domestic, International, and Meetings)
60042	LODGING	37,767	21,920	21,466	-	38,000	38,850	(38,000)	-	(850)	(2.2%)	(18,369)	Budgeting ~52 trips for the Comms dept
60043	PER DIEM	11,323	8,199	9,904	-	10,000	12,090	(10,000)	-	(2,090)	(20.9%)	(610)	(Domestic, International, and Meetings)
60044	HOSPITALITY	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	(309)	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	240	
60046	LAUNDRY SERVICES	17	46	-	100	100	100	-	0.0%	-	0.0%	(199)	
60047	GOLDEN GOGGLES	0	1,950	2,485	-	-	-	-	-	-	-	(4,435)	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	750	
60055	AWARDS	0	-	-	2,000	2,000	2,000	-	0.0%	-	0.0%	(3,905)	
60056	PROTOCOL/GIFTS	868	320	-	500	500	500	-	0.0%	-	0.0%	697	
60060	GEAR/EQUIPMENT/SIGNAGE	1,403	1,200	3,179	2,000	2,000	2,000	-	0.0%	-	0.0%	6,039	
60061	APPAREL	478	197	178	500	500	500	-	0.0%	-	0.0%	428	
60062	APPAREL - VIK	0	-	553	-	-	-	-	-	-	-	(553)	
60065	EQUIPMENT/SPACE RENTAL	0	-	17,652	2,000	15,000	15,000	(13,000)	(650.0%)	-	0.0%	(43,025)	
60070	CAMERA, PHOTO, VIDEO	54,080	67,400	65,168	57,000	57,000	60,000	-	0.0%	(3,000)	(5.3%)	(38,754)	Getty fee in addition to photographic
60071	TELEVISION/VIDEO PRODUCTION	16,112	579	1,438	47,500	47,500	64,000	-	0.0%	(16,500)	(34.7%)	(94,201)	freelancers.
60080	SUBSCRIPTIONS	345	1,519	17,326	1,000	18,000	16,000	(17,000)	(1700.0%)	2,000	11.1%	(26,937)	This will include Mike Lewis' retainer fee
60097	OTHER PROFESSIONAL SERVICES	39,951	93	25,021	30,000	-	-	30,000	100.0%	-	-	42,397	
60098	DUES & FEES	10,626	10,524	2,400	18,300	3,000	3,000	15,300	83.6%	-	0.0%	19,902	
TOTAL EXPENSES		209,564	134,675	231,407	171,200	244,000	271,596	(72,800)	(42.5%)	(27,596)	(11.3%)	(217,829)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
VIDEO PRODUCTION SERVICES Program:5720
Program Manager: Joel Stauffer

Program Description: Video production of internal and external videos and web production for usaswimming.org

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	2	-	-	-	-	-	-	-	-	(2)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	(15)	
60011	FREIGHT	325	169	64	600	600	600	-	0.0%	-	0.0%	184	
60017	PERSONAL CAR MILEAGE	76	19	32	300	300	200	-	0.0%	100	33.3%	(235)	
60020	SUPPLIES	0	-	-	875	875	875	-	0.0%	-	0.0%	4,828	
60030	SOFTWARE	0	-	80	1,000	1,000	-	-	0.0%	1,000	100.0%	(1,029)	
60031	COMPUTER REPAIR/MAINTENANCE	336	-	-	1,000	1,000	600	-	0.0%	400	40.0%	(1,264)	
60034	CAR RENTAL	0	-	-	300	-	-	300	100.0%	-	-	-	
60040	AIRFARE	1,019	-	-	500	-	-	500	100.0%	-	-	1,019	
60041	GROUND TRANSPORTATION	0	-	-	100	100	100	-	0.0%	-	0.0%	(200)	
60042	LODGING	0	-	-	740	-	-	740	100.0%	-	-	-	
60043	PER DIEM	0	-	-	285	-	-	285	100.0%	-	-	11	
60060	GEAR/EQUIPMENT/SIGNAGE	2,548	1,899	880	1,500	1,500	1,500	-	0.0%	-	0.0%	4,055	
60066	REPAIR/MAINTENANCE	0	435	96	-	-	-	-	-	-	-	(531)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	2,489	
60071	TELEVISION/VIDEO PRODUCTION	4,038	1,843	2,100	6,000	5,000	5,000	1,000	16.7%	-	0.0%	11,096	
60080	SUBSCRIPTIONS	160	160	160	300	300	300	-	0.0%	-	0.0%	(397)	
60085	GRAPHICS/ART WORK	1,349	1,705	1,300	-	-	-	-	-	-	-	929	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	-	-	-	-	542	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	6,000	-	-	6,000	100.0%	-	-	-	
60098	DUES & FEES	7,556	3,186	-	5,500	5,500	5,500	-	0.0%	-	0.0%	(2,169)	
	TOTAL EXPENSES	17,407	9,418	4,711	25,000	16,175	14,675	8,825	35.3%	1,500	9.3%	19,312	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SPLASH MAGAZINE Program:5711

Program Manager: Jim Rusnak

Program Description: Official magazine distributed four times per year to members and subscribers.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60010	POSTAGE	440,746	414,113	349,489	367,861	347,861	340,000	20,000	5.4%	7,861	2.3%	354,034	Costs increasing in correlation with membership numbers. Always looking to minimize bad addresses that cause return postage.
60011	FREIGHT	275	204	103	400	400	400	-	0.0%	-	0.0%	35,125	
60013	EXCESS BAGGAGE & TIPS	0	-	100	-	-	-	-	-	-	-	(100)	
60015	PRINTING AND DUPLICATION	476,946	435,550	367,451	382,591	352,591	335,000	30,000	7.8%	17,591	5.0%	481,625	
60017	PERSONAL CAR MILEAGE	0	-	94	-	-	-	-	-	-	-	(94)	
60020	SUPPLIES	0	-	70	-	-	-	-	-	-	-	(22)	
60033	MEALS & ENTERTAINMENT	0	-	98	-	-	-	-	-	-	-	(98)	
60034	CAR RENTAL	0	-	792	1,350	1,350	1,500	-	0.0%	(150)	(11.1%)	(3,642)	
60040	AIRFARE	0	12,120	-	3,000	3,000	2,000	-	0.0%	1,000	33.3%	(17,120)	
60041	GROUND TRANSPORTATION	0	-	91	-	-	-	-	-	-	-	(91)	
60042	LODGING	0	-	649	3,330	3,330	3,700	-	0.0%	(370)	(11.1%)	(7,679)	
60043	PER DIEM	0	-	208	1,368	1,368	1,200	-	0.0%	168	12.3%	(2,776)	
60049	HONORARIA - ATHLETES	0	-	9,000	-	-	-	-	-	-	-	(9,000)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	358	
60071	TELEVISION/VIDEO PRODUCTION	2,400	-	61,710	15,000	135,000	15,000	(120,000)	(800.0%)	120,000	88.9%	(209,310)	Off the Blocks digital content series / they undercharged in 2018 / going from 3-5 episodes in 2019 / \$150k moved to Productions budget in 2020.
60080	SUBSCRIPTIONS	1,600	1,600	-	1,600	1,600	1,000	-	0.0%	600	37.5%	838	
60085	GRAPHICS/ART WORK	0	300	-	-	-	-	-	-	-	-	75	
60087	CREDIT CARD FEES	48	-	2	200	200	200	-	0.0%	-	0.0%	165	
60097	OTHER PROFESSIONAL SERVICES	38,835	35,925	25,575	36,000	36,000	36,000	-	0.0%	-	0.0%	15,884	
60098	DUES & FEES	0	-	375	-	-	-	-	-	-	-	334	
TOTAL EXPENSES		960,850	899,812	815,806	812,700	882,700	736,000	(70,000)	(8.6%)	146,700	16.6%	638,505	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USA SWIMMING PRODUCTIONS Program:5730
Program Manager: Nailah Ellis Timberlake

Program Description: Digital content production to support sponsorships, organization and sport to grow commercial properties. 2019: 14 DeckPass Live & event shows. 2020: trials - 4 shows per day - DeckPass Live (x2),

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	82	69	-	-	-	-	-	-	-	(151)	
60005	INTERNET SERVICE	0	238	1,409	15,000	15,000	15,000	-	0.0%	-	0.0%	(31,647)	
60006	OTHER COMMUNICATIONS COST	0	-	1,077	-	-	-	-	-	-	-	(1,077)	
60010	POSTAGE	0	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,000)	
60011	FREIGHT	0	665	8,447	5,000	10,000	10,000	(5,000)	(100.0%)	-	0.0%	(29,112)	
60013	EXCESS BAGGAGE & TIPS	0	390	1,077	-	1,000	1,000	(1,000)	-	-	0.0%	(3,467)	
60015	PRINTING AND DUPLICATION	35	2,778	285	5,000	5,000	5,000	-	0.0%	-	0.0%	(13,028)	
60017	PERSONAL CAR MILEAGE	71	721	903	1,000	1,000	1,000	-	0.0%	-	0.0%	(3,553)	
60020	SUPPLIES	0	656	3,337	1,000	1,000	1,000	-	0.0%	-	0.0%	(5,993)	
60025	ADVERTISING	0	31,709	56,293	15,000	15,000	15,000	-	0.0%	-	0.0%	(118,002)	
60030	SOFTWARE	0	-	2,796	-	-	-	-	-	-	-	(2,796)	
60033	MEALS & ENTERTAINMENT	1,285	912	1,222	2,500	2,500	2,500	-	0.0%	-	0.0%	(5,849)	
60034	CAR RENTAL	0	447	3,509	-	3,000	5,625	(3,000)	-	(2,625)	(87.5%)	(12,580)	
60035	CAR RENTAL-GAS	0	52	604	-	-	-	-	-	-	-	(656)	
60036	OTHER LODGING	0	-	36,245	-	15,000	15,000	(15,000)	-	-	0.0%	(66,245)	
60038	OTHER AIRFARE	0	-	308	-	-	-	-	-	-	-	(308)	
60040	AIRFARE	1,629	13,923	29,256	-	25,000	25,000	(25,000)	-	-	0.0%	(91,551)	Budgeting 50 trips.
60041	GROUND TRANSPORTATION	153	2,673	6,829	1,000	1,000	1,000	-	0.0%	-	0.0%	(11,348)	
60042	LODGING	1,275	18,761	13,701	-	15,000	37,000	(15,000)	-	(22,000)	(146.7%)	(83,187)	Budgeting 50 trips.
60043	PER DIEM	655	5,024	11,066	-	10,000	12,000	(10,000)	-	(2,000)	(20.0%)	(37,435)	
60044	HOSPITALITY	0	362	2,576	1,000	1,000	1,000	-	0.0%	-	0.0%	(4,938)	
60047	GOLDEN GOGGLES	0	325	1,420	15,000	15,000	15,000	-	0.0%	-	0.0%	(31,745)	
60049	HONORARIA - ATHLETES	7,500	8,000	51,400	30,000	50,000	50,000	(20,000)	(66.7%)	-	0.0%	(151,900)	
60050	HONORARIA	0	10,000	17,600	-	18,000	20,000	(18,000)	-	(2,000)	(11.1%)	(65,600)	
60056	PROTOCOL/GIFTS	0	3,693	7,548	-	8,000	8,000	(8,000)	-	-	0.0%	(27,242)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	5,092	21,348	35,000	35,000	35,000	-	0.0%	-	0.0%	(96,440)	
60061	APPAREL	0	837	2,548	500	3,000	3,000	(2,500)	(500.0%)	-	0.0%	(9,385)	
60062	APPAREL - VIK	0	-	320	-	-	-	-	-	-	-	(320)	
													Wazee fees / Universal Playmaker / studio
60065	EQUIPMENT/SPACE RENTAL	150	60	222,881	150,000	150,000	150,000	-	0.0%	-	0.0%	(522,791)	rental for international shows
60066	REPAIR/MAINTENANCE	0	-	300	-	-	-	-	-	-	-	(300)	
60068	EVENT - PRODUCTION	0	-	16,000	-	-	-	-	-	-	-	(16,000)	
													Freelance fees / \$4-5k per stream (Lundie) /
60070	CAMERA, PHOTO, VIDEO	0	4,860	155,910	-	155,000	-	(155,000)	-	155,000	100.0%	(315,769)	\$2-3k DPL producing (Lasser)
60071	TELEVISION/VIDEO PRODUCTION	16,000	183,999	104,061	350,000	150,000	150,000	200,000	57.1%	-	0.0%	(572,060)	
60075	AUTOMOBILE EXPENSE	0	-	20	-	-	-	-	-	-	-	(20)	
60080	SUBSCRIPTIONS	0	4,119	1,485	200	200	200	-	0.0%	-	0.0%	(6,003)	
60085	GRAPHICS/ART WORK	0	202	-	-	-	-	-	-	-	-	(202)	
60090	DEPRECIATION & AMORTIZATION	0	-	5,905	24,000	20,000	20,000	4,000	16.7%	-	0.0%	(45,905)	
													Production contracts, fulfillments, partners.
60097	OTHER PROFESSIONAL SERVICES	4,332	85,082	69,951	204,000	129,000	100,000	75,000	36.8%	29,000	22.5%	(379,701)	Deck Pass Live.
60098	DUES & FEES	0	180,492	22,020	-	-	-	-	-	-	-	(202,512)	
61013	TEMPORARY HELP	0	20	-	-	-	-	-	-	-	-	(20)	
	TOTAL EXPENSES	33,085	566,173	881,727	856,200	854,700	699,325	1,500	0.2%	155,375	18.2%	(2,968,841)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBERSHIP RECRUITING/ PROMOTION (FLEX MEMBERSHIP) Program:5710
Program Manager: Jake Grosser
Program Description: Annual SwimToday or other recruiting campaign to drive participation in swimming.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	279	86	-	-	-	-	-	-	-	-	1,447	
60004	CONFERENCE CALLS	3	6	-	-	3	-	(3)	-	3	100.0%	392	
60005	INTERNET SERVICE	32	-	-	-	-	-	-	-	-	-	108	
60010	POSTAGE	0	-	-	160	160	-	-	0.0%	160	100.0%	(155)	
60011	FREIGHT	864	217	937	-	-	-	-	-	-	-	2,218	
60013	EXCESS BAGGAGE & TIPS	60	25	150	-	-	-	-	-	-	-	(115)	
60015	PRINTING AND DUPLICATION	49,438	5,286	215	150,000	-	75,000	150,000	100.0%	(75,000)	-	42,038	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,212	
60017	PERSONAL CAR MILEAGE	259	179	193	-	-	-	-	-	-	-	810	
60020	SUPPLIES	0	2,941	496	-	-	-	-	-	-	-	1,823	
60025	ADVERTISING	125,000	-	203,259	190,000	190,000	100,000	-	0.0%	90,000	47.4%	(217,515)	
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	669	
60033	MEALS & ENTERTAINMENT	0	189	2,249	-	-	-	-	-	-	-	7,323	
60034	CAR RENTAL	77	-	576	1,500	1,500	2,400	-	0.0%	(900)	(60.0%)	(4,399)	
60035	CAR RENTAL-GAS	10	-	919	-	-	-	-	-	-	-	(909)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,974	
60040	AIRFARE	2,334	2,012	2,177	2,500	2,500	4,000	-	0.0%	(1,500)	(60.0%)	14,530	Budgeting 8 trips (phot shoots, Trials)
60041	GROUND TRANSPORTATION	339	619	219	500	-	-	500	100.0%	-	-	6,430	
60042	LODGING	4,136	5,999	2,178	3,700	3,700	5,920	-	0.0%	(2,220)	(60.0%)	264	Budgeting 8 trips (phot shoots, Trials)
60043	PER DIEM	892	754	668	1,140	1,140	2,280	-	0.0%	(1,140)	(100.0%)	(1,739)	
60044	HOSPITALITY	0	1,499	-	-	-	-	-	-	-	-	12,488	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	2,588	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	2,500	
60049	HONORARIA - ATHLETES	0	-	2,500	-	-	-	-	-	-	-	55,500	
60050	HONORARIA	0	8,000	-	-	-	-	-	-	-	-	(8,000)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	0	
60056	PROTOCOL/GIFTS	974	3,187	-	-	-	-	-	-	-	-	(749)	
60060	GEAR/EQUIPMENT/SIGNAGE	(177)	22	2,308	-	-	-	-	-	-	-	9,848	
60061	APPAREL	0	1,802	-	-	-	-	-	-	-	-	9,007	
60065	EQUIPMENT/SPACE RENTAL	24,600	-	1,940	-	-	-	-	-	-	-	28,950	
60070	CAMERA, PHOTO, VIDEO	2,053	38,284	35,500	500	-	-	500	100.0%	-	-	(44,186)	
60071	TELEVISION/VIDEO PRODUCTION	4,625	-	-	50,000	-	50,000	50,000	100.0%	(50,000)	-	(34,225)	
60085	GRAPHICS/ART WORK	0	100	750	-	-	-	-	-	-	-	(850)	
60097	OTHER PROFESSIONAL SERVICES	278,328	290,844	111,956	50,000	50,000	10,000	-	0.0%	40,000	80.0%	618,155	
60098	DUES & FEES	139	2,846	3,228	-	-	-	-	-	-	-	46,418	
	TOTAL EXPENSES	494,265	364,895	372,418	450,000	249,003	249,600	200,997	44.7%	(597)	(0.2%)	553,850	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MARKETING CONTRACT LABOR Program:5904
Program Manager: Shana Ferguson
Program Description: Contract labor or outside sales agent commissions

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	2	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	2	
60011	FREIGHT	0	10	-	-	-	-	-	-	-	-	(10)	
60015	PRINTING AND DUPLICATION	0	-	249	-	-	-	-	-	-	-	(249)	
60017	PERSONAL CAR MILEAGE	0	180	-	-	-	-	-	-	-	-	(180)	
60020	SUPPLIES	0	3	-	-	-	-	-	-	-	-	(3)	
60033	MEALS & ENTERTAINMENT	0	576	189	-	-	-	-	-	-	-	(765)	
60034	CAR RENTAL	0	198	-	-	-	-	-	-	-	-	(198)	
60036	OTHER LODGING	0	-	164	-	-	-	-	-	-	-	(164)	
60038	OTHER AIRFARE	0	-	870	-	-	-	-	-	-	-	(870)	
60040	AIRFARE	0	1,088	-	-	-	-	-	-	-	-	(1,088)	
60041	GROUND TRANSPORTATION	0	414	161	-	-	-	-	-	-	-	(575)	
60042	LODGING	0	1,563	-	-	-	-	-	-	-	-	(1,563)	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	27,000	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	154	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	17,001	
60083	COMMISSIONS	63,750	-	-	-	-	-	-	-	-	-	63,750	
60085	GRAPHICS/ART WORK	1,188	-	-	-	-	-	-	-	-	-	1,994	
60097	OTHER PROFESSIONAL SERVICES	25,000	15,000	93,967	-	25,000	25,000	(25,000)	-	-	0.0%	(53,105)	Commissions on leads
60098	DUES & FEES	0	180	-	-	-	-	-	-	-	-	(180)	
	TOTAL EXPENSES	89,938	19,212	95,600	-	25,000	25,000	(25,000)	-	-	0.0%	50,953	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DECK PASS Program:5713
Program Manager: Jake Grosser

Program Description: Online and mobile platform designed to create engagement, inspiration and insights to improve swimming performance.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	490	156	-	-	-	-	-	-	-	-	2,106	
60004	CONFERENCE CALLS	9	24	-	-	10	-	(10)	-	10	100.0%	50	
60005	INTERNET SERVICE	6	-	-	-	-	-	-	-	-	-	42	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	859	
60010	POSTAGE	7	4	-	-	-	-	-	-	-	-	150	
60011	FREIGHT	552	2,051	152	-	-	-	-	-	-	-	6,177	
60015	PRINTING AND DUPLICATION	0	-	-	5,000	-	10,000	5,000	100.0%	(10,000)	-	(6,262)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	3,896	
60017	PERSONAL CAR MILEAGE	0	90	-	-	300	-	(300)	-	300	100.0%	428	
60020	SUPPLIES	0	41	-	-	-	-	-	-	-	-	15,168	
60025	ADVERTISING	60,000	50,082	-	30,000	5,000	20,000	25,000	83.3%	(15,000)	(300.0%)	68,568	
60033	MEALS & ENTERTAINMENT	352	168	251	-	-	-	-	-	-	-	428	
60035	CAR RENTAL-GAS	40	-	73	-	-	-	-	-	-	-	(33)	
60040	AIRFARE	1,270	189	614	-	1,457	-	(1,457)	-	1,457	100.0%	8,205	
60041	GROUND TRANSPORTATION	525	87	187	-	182	-	(182)	-	182	100.0%	1,768	
60042	LODGING	3,522	845	763	-	717	-	(717)	-	717	100.0%	10,782	
60043	PER DIEM	824	176	244	-	316	-	(316)	-	316	100.0%	4,274	
60045	TICKETS	2,200	-	-	-	-	-	-	-	-	-	2,200	
60046	LAUNDRY SERVICES	89	-	-	-	-	-	-	-	-	-	278	
60056	PROTOCOL/GIFTS	5,310	895	-	5,000	-	15,000	5,000	100.0%	(15,000)	-	(4,928)	
60060	GEAR/EQUIPMENT/SIGNAGE	847	2,509	-	-	-	-	-	-	-	-	6,167	
60061	APPAREL	0	837	-	-	-	-	-	-	-	-	(697)	
60065	EQUIPMENT/SPACE RENTAL	126	53	-	-	-	-	-	-	-	-	73	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	3,173	
60071	TELEVISION/VIDEO PRODUCTION	3,623	3,126	-	-	-	-	-	-	-	-	3,290	
60085	GRAPHICS/ART WORK	0	500	500	-	-	-	-	-	-	-	(1,000)	
													Deck Pass Hybrid App - \$24,332 Deck Pass on Team Unify Core Features - \$23,332 Deck Pass on Team Unify Phase 2 - \$16,668 Times on Team Unify - \$16,668
60090	DEPRECIATION & AMORTIZATION	9,203	972	-	-	29,100	81,000	(29,100)	-	(51,900)	(178.4%)	225,417	
60097	OTHER PROFESSIONAL SERVICES	25,212	8,500	8,481	85,000	-	10,000	85,000	100.0%	(10,000)	-	51,892	
60098	DUES & FEES	102	-	-	-	-	-	-	-	-	-	3,102	
	TOTAL EXPENSES	114,310	71,305	11,265	125,000	37,082	136,000	87,918	70.3%	(98,918)	(266.8%)	405,574	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SWIMJITSU Program:5716
Program Manager: Jim Fox/Jake Grosser

Program Description: SwimJitsu is designed to introduce new swimmers, engage existing swimmers or be a fundraiser for USA Swimming member clubs through a combination of swim skills and an obstacle course.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	6	5	-	-	-	-	-	-	-	-	6	
60010	POSTAGE	1	-	-	-	-	-	-	-	-	-	1	
60011	FREIGHT	0	97	-	-	-	-	-	-	-	-	3	
60020	SUPPLIES	491	22	-	-	-	-	-	-	-	-	470	
60030	SOFTWARE	0	307	-	-	-	-	-	-	-	-	(307)	
60033	MEALS & ENTERTAINMENT	48	130	-	-	-	-	-	-	-	-	(83)	
60040	AIRFARE	1,171	1,195	-	-	-	-	-	-	-	-	(23)	
60041	GROUND TRANSPORTATION	162	231	-	-	-	-	-	-	-	-	(68)	
60042	LODGING	8,326	776	-	-	-	-	-	-	-	-	7,550	
60043	PER DIEM	142	386	-	-	-	-	-	-	-	-	(244)	
60060	GEAR/EQUIPMENT/SIGNAGE	39,493	89,565	-	-	-	-	-	-	-	-	148,608	
60065	EQUIPMENT/SPACE RENTAL	0	4,054	6,804	-	10,780	10,780	(10,780)	-	-	0.0%	(31,821)	Storage of equipment.
60070	CAMERA, PHOTO, VIDEO	0	2,250	-	-	-	-	-	-	-	-	4,951	
60080	SUBSCRIPTIONS	0	-	360	-	-	-	-	-	-	-	(360)	
60096	INSURANCE	800	-	-	-	-	-	-	-	-	-	800	
60097	OTHER PROFESSIONAL SERVICES	147,836	184,405	384	-	-	-	-	-	-	-	24,119	
60098	DUES & FEES	6,318	-	-	-	-	-	-	-	-	-	6,318	
62020	EXCESS ACCIDENT MED-MEMBERSH	2,000	-	-	-	-	-	-	-	-	-	4,000	
	TOTAL EXPENSES	206,794	283,423	7,548	-	10,780	10,780	(10,780)	-	-	0.0%	163,919	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
BUSINESS INTELLIGENCE Program:5726
Program Manager: Jake Grosser
Program Description: Expenses related to CRM, Marketing Automation and Analytics systems

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60030	SOFTWARE	0	-	-	-	-	10,000	-	-	(10,000)	-	(10,000)	Potential upcoming BI projects. All CRM in the separately Board Approved reserve spending for 2019 and 2020.
60034	CAR RENTAL	0	-	-	-	-	1,200	-	-	(1,200)	-	(1,200)	
60040	AIRFARE	0	-	-	-	2,000	5,000	(2,000)	-	(3,000)	(150.0%)	(7,000)	
60042	LODGING	0	-	-	-	2,000	7,400	(2,000)	-	(5,400)	(270.0%)	(9,400)	
60043	PER DIEM	0	-	-	-	1,000	2,280	(1,000)	-	(1,280)	(128.0%)	(3,280)	
	TOTAL EXPENSES	0	-	-	-	5,000	25,880	(5,000)	-	(20,880)	(417.6%)	(30,880)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USASWIMMING.ORG - WEB SITE Program:5718
Jim Rusnak/Jake Grosser

Program Description: This program funds USA Swimming's Digital Communications, including usaswimming.org.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60013	EXCESS BAGGAGE & TIPS	50	200	75	-	-	-	-	-	-	-	(225)	Adjusted trips for 2020 to include 2 domestic and one international. Originally, there were 10 trips scheduled total.
60017	PERSONAL CAR MILEAGE	613	273	-	-	-	-	-	-	-	-	340	
60020	SUPPLIES	0	36	-	100	100	100	-	0.0%	-	0.0%	(236)	
60034	CAR RENTAL	0	231	711	525	525	900	-	0.0%	(375)	(71.4%)	(2,367)	Budgeting 3 trips (1 international).
60035	CAR RENTAL-GAS	50	46	38	-	-	-	-	-	-	-	(34)	
60040	AIRFARE	0	4,535	4,111	2,500	2,500	2,500	-	0.0%	-	0.0%	(12,607)	
60041	GROUND TRANSPORTATION	359	537	237	-	-	-	-	-	-	-	(415)	
60042	LODGING	4,029	6,534	3,587	2,960	2,960	4,440	-	0.0%	(1,480)	(50.0%)	(13,493)	
60043	PER DIEM	1,506	1,776	1,502	969	969	1,440	-	0.0%	(471)	(48.6%)	(4,181)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	56,346	56,346	69,000	-	0.0%	(12,654)	(22.5%)	(124,846)	Depreciation on original website redesign. Increasing digital content coverage and use of freelancers / add funds for website upkeep and updates - This includes an additional \$100k in 2020 website improvements (\$300K potential bid to be deprec over 2020, 2021, 2022)
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	210	
60090	DEPRECIATION & AMORTIZATION	0	271,678	407,516	400,000	408,000	408,000	(8,000)	(2.0%)	-	0.0%	(1,455,865)	
60097	OTHER PROFESSIONAL SERVICES	75,905	74,802	55,675	63,000	63,000	175,000	-	0.0%	(112,000)	(177.8%)	(25,861)	
60098	DUES & FEES	0	36	-	800	800	800	-	0.0%	-	0.0%	(1,636)	
	TOTAL EXPENSES	82,511	360,683	473,453	527,200	535,200	662,180	(8,000)	(1.5%)	(126,980)	(23.7%)	(1,641,216)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:5990
Program Manager: Shana Ferguson
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	4,565	-	5,000	3,800	(5,000)	-	1,200	24.0%	(13,365)	
60002	LONG DISTANCE PHONE SERVICE	1,226	1,790	945	1,500	-	-	1,500	100.0%	-	-	3,018	
60003	CELLULAR PHONE CHARGES	19,684	16,671	22,811	20,000	25,400	25,400	(5,400)	(27.0%)	-	0.0%	(10,001)	
60004	CONFERENCE CALLS	0	65	197	-	400	400	(400)	-	-	0.0%	(963)	
60005	INTERNET SERVICE	1,147	1,362	2,277	1,200	1,500	2,300	(300)	(25.0%)	(800)	(53.3%)	(2,715)	
60006	OTHER COMMUNICATIONS COST	508	486	557	500	500	800	-	0.0%	(300)	(60.0%)	(437)	
60010	POSTAGE	118	167	200	200	100	200	100	50.0%	(100)	(100.0%)	(114)	
60011	FREIGHT	600	1,334	3,323	600	3,600	3,800	(3,000)	(500.0%)	(200)	(5.6%)	(10,336)	
60013	EXCESS BAGGAGE & TIPS	343	-	135	-	300	300	(300)	-	-	0.0%	(383)	
60015	PRINTING AND DUPLICATION	5,786	7,255	9,668	6,000	6,200	6,500	(200)	(3.3%)	(300)	(4.8%)	(12,621)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	221	
60017	PERSONAL CAR MILEAGE	167	464	362	-	400	-	(400)	-	400	100.0%	(772)	
60019	FURNITURE & FIXTURES	101	1,179	242	-	-	-	-	-	-	-	1,167	
60020	SUPPLIES	7,795	6,973	9,275	8,009	6,500	9,000	1,509	18.8%	(2,500)	(38.5%)	923	
60025	ADVERTISING	0	-	352	-	350	350	(350)	-	-	0.0%	738	
60033	MEALS & ENTERTAINMENT	1,547	354	1,175	1,000	1,000	1,000	-	0.0%	-	0.0%	924	
60034	CAR RENTAL	458	-	-	-	675	675	(675)	-	-	0.0%	(892)	
60035	CAR RENTAL-GAS	63	-	61	-	-	-	-	-	-	-	2	
60036	OTHER LODGING	0	-	3,398	-	-	-	-	-	-	-	(3,398)	
60038	OTHER AIRFARE	0	2,851	967	-	-	-	-	-	-	-	(3,818)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,396	
60040	AIRFARE	4,304	2,272	10,018	-	6,000	8,500	(6,000)	-	(2,500)	(41.7%)	(8,389)	CCO travel (budget 13 trips).
60041	GROUND TRANSPORTATION	483	224	738	-	1,000	1,000	(1,000)	-	-	0.0%	(1,606)	
60042	LODGING	10,669	1,618	3,188	-	7,000	9,860	(7,000)	-	(2,860)	(40.9%)	(4,310)	CCO travel (budget 13 trips).
60043	PER DIEM	1,819	187	1,332	-	2,000	2,052	(2,000)	-	(52)	(2.6%)	(2,841)	
60044	HOSPITALITY	176	230	2,966	200	6,500	3,000	(6,300)	(3150.0%)	3,500	53.8%	(11,828)	
60046	LAUNDRY SERVICES	74	-	-	-	-	-	-	-	-	-	74	
60055	AWARDS	0	-	250	-	-	250	-	-	(250)	-	(500)	
60056	PROTOCOL/GIFTS	362	303	310	1,000	1,000	400	-	0.0%	600	60.0%	7,374	
60060	GEAR/EQUIPMENT/SIGNAGE	52	313	40	500	-	-	500	100.0%	-	-	1,126	
60061	APPAREL	508	93	165	500	1,500	1,500	(1,000)	(200.0%)	-	0.0%	(1,143)	
60062	APPAREL - VIK	0	-	745	-	-	-	-	-	-	-	6,525	Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60064	BUILDING RENT	57,741	58,895	73,423	74,891	90,000	104,400	(15,109)	(20.2%)	(14,400)	(16.0%)	(93,149)	
60065	EQUIPMENT/SPACE RENTAL	780	854	5,586	1,000	3,400	3,500	(2,400)	(240.0%)	(100)	(2.9%)	(4,781)	
60066	REPAIR/MAINTENANCE	330	330	302	500	-	-	500	100.0%	-	-	796	
60070	CAMERA, PHOTO, VIDEO	0	71	1,466	-	1,500	1,500	(1,500)	-	-	0.0%	(4,149)	
60075	AUTOMOBILE EXPENSE	69	59	59	-	100	300	(100)	-	(200)	(200.0%)	(178)	
60080	SUBSCRIPTIONS	3,558	4,524	6,336	3,500	5,900	5,900	(2,400)	(68.6%)	-	0.0%	(8,652)	
60085	GRAPHICS/ART WORK	0	-	250	-	-	-	-	-	-	-	(250)	
60086	TRAVEL AGENCY FEES	0	2,410	9,853	-	9,900	9,900	(9,900)	-	-	0.0%	(32,062)	Short's travel fees allocated to the division.
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	1	
60090	DEPRECIATION & AMORTIZATION	70,695	70,500	84,038	81,400	76,400	94,700	5,000	6.1%	(18,300)	(24.0%)	(76,332)	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60094	LEGAL FEES	0	5,264	17,215	15,000	10,000	10,000	5,000	33.3%	-	0.0%	(42,479)	
60097	OTHER PROFESSIONAL SERVICES	27,395	38,996	22,310	25,000	20,000	25,000	5,000	20.0%	(5,000)	(25.0%)	(16,478)	
60098	DUES & FEES	865	6,672	2,199	1,000	2,200	3,800	(1,200)	(120.0%)	(1,600)	(72.7%)	(4,923)	
61024	STAFF DEVELOPMENT	0	-	-	-	10,000	10,000	(10,000)	-	-	0.0%	(18,141)	Moved from program 5999
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	7,094	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	1,254	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	2,816	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	504	
TOTAL EXPENSES		219,423	234,767	303,299	243,500	306,325	350,087	(62,825)	(25.8%)	(43,762)	(14.3%)	(355,058)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:5999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	439	
60101	FOUNDATION ALLOCATION	(80,690)	(90,967)	(64,952)	(88,000)	(88,000)	(88,000)	-	0.0%	-	0.0%	69,519	
61000	SALARIES	1,440,927	1,280,249	1,609,894	1,836,553	1,587,996	1,793,420	248,557	13.5%	(205,423)	(12.9%)	(1,388,068)	
61006	VISION PREMIUMS	3,118	2,926	2,539	3,111	2,690	-	421	13.5%	2,690	100.0%	2,972	
61010	MOVING EXPENSES	17,319	345	13,568	-	15,000	-	(15,000)	-	15,000	100.0%	22,935	
61014	PAYROLL TAXES	97,127	83,739	104,515	113,774	98,380	122,121	15,394	13.5%	(23,741)	(24.1%)	(82,162)	
61015	PENSION CONTRIBUTION	106,292	116,041	122,025	128,788	111,362	124,031	17,426	13.5%	(12,669)	(11.4%)	(131,340)	
61017	HEALTH	212,172	216,653	209,954	256,064	221,417	244,224	34,647	13.5%	(22,807)	(10.3%)	(250,549)	
61018	DISABILITY INSURANCE	8,040	10,213	7,502	8,954	8,354	-	601	6.7%	8,354	100.0%	2,052	
61019	DENTAL INSURANCE	15,157	14,263	12,689	15,733	13,605	-	2,129	13.5%	13,605	100.0%	9,545	
61020	WORKERS COMPENSATION INSURANCE	3,341	2,722	3,663	3,900	3,372	-	528	13.5%	3,372	100.0%	7,320	
61022	EYE CARE REIMBURSEMENTS	600	200	793	900	778	-	122	13.5%	778	100.0%	(63)	
61024	STAFF DEVELOPMENT	6,662	18,097	17,768	10,000	-	-	10,000	100.0%	-	-	(1,265)	Moved to program #5990.
61026	LIFE INSURANCE-EMPLOYER	2,090	1,889	1,687	1,623	1,578	-	45	2.8%	1,578	100.0%	2,455	
	TOTAL EXPENSES	1,832,155	1,656,369	2,041,646	2,291,400	1,976,533	2,195,795	314,868	13.7%	(219,262)	(11.1%)	(1,736,209)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AMERICA'S SWIM TEAM/ MEMBERSHIP CARD Program:5740
Program Manager: Wendy Bartlett / Jim Fox

Program Description: Digital athlete membership packet verifies the athlete's affiliation with the organization connects the athlete to the USA Swimming brand

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	95,021	-	-	-	-	-	-	-	-	-	297,067	
60011	FREIGHT	361	-	-	-	-	-	-	-	-	-	2,925	
60015	PRINTING AND DUPLICATION	107,640	-	-	-	-	-	-	-	-	-	331,046	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	518	
60097	OTHER PROFESSIONAL SERVICES	20,919	-	-	-	-	-	-	-	-	-	101,210	
	TOTAL EXPENSES	223,941	-	-	-	-	-	-	-	-	-	732,766	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MUTUAL OF OMAHO SWIM 100 Program:5910
Program Manager:
Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	14	-	-	-	-	-	-	-	-	-	14	
60097	OTHER PROFESSIONAL SERVICES	5,659	-	-	-	-	-	-	-	-	-	5,659	
	TOTAL EXPENSES	5,672	-	-	-	-	-	-	-	-	-	5,672	

RISK MANAGEMENT							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Member Programs											
215	9413 Member Insurance Programs	2,981,344	2,909,865	3,000,544	3,102,800	2,869,000	3,279,732	233,800	7.5%	(410,732)	(14.3%)	2,659,361
216	9415 Other Risk Management	5,959	24,270	12,318	16,700	10,000	19,700	6,700	40.1%	(9,700)	(97.0%)	(8,499)
	<i>Program Group Total</i>	2,987,303	2,934,135	3,012,862	3,119,500	2,879,000	3,299,432	240,500	7.7%	(420,432)	(14.6%)	2,650,863
	Committees											
217	9827 Operational Risk Committee	16,788	48,050	34,466	32,300	21,462	500	10,838	33.6%	20,962	97.7%	(25,948)
	<i>Program Group Total</i>	16,788	48,050	34,466	32,300	21,462	500	10,838	33.6%	20,962	97.7%	(25,948)
	Administration & Operational Support											
218	9490 Administration & Operational Support	38,100	22,246	16,197	27,400	19,525	30,755	7,875	28.7%	(11,230)	(57.5%)	62,499
	<i>Program Group Total</i>	38,100	22,246	16,197	27,400	19,525	30,755	7,875	28.7%	(11,230)	(57.5%)	62,499
	TOTAL RISK MANAGEMENT	3,042,191	3,004,431	3,063,524	3,179,200	2,919,987	3,330,687	259,213	8.2%	(410,700)	(14.1%)	2,687,414

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBER INSURANCE PROGRAMS Program:9413
Program Manager: George Ward
Program Description: Insurance coverage for LSCs, clubs, headquarters, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	58	-	-	-	-	-	-	-	(55)	
60015	PRINTING AND DUPLICATION	0	-	580	-	-	-	-	-	-	-	(580)	
60091	GENERAL TAXES	0	-	-	-	-	-	-	-	-	-	1,029	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	0	
62005	USSIC - GENERAL LIABILITY	0	-	-	-	-	-	-	-	-	-	1,443,870	
62008	GENERAL LIABILITY/SML	2,329,252	2,218,221	2,267,026	2,300,000	2,100,000	2,388,282	200,000	8.7%	(288,282)	(13.7%)	(2,260,362)	
62010	EXCESS GENERAL LIABILITY	0	-	-	-	-	-	-	-	-	-	2,158,482	
62015	DIRECTOR & OFFICERS LIABILITY	158,780	176,116	179,683	185,000	242,000	300,000	(57,000)	(30.8%)	(58,000)	(24.0%)	(140,968)	
62016	USSIC - D & O	25,182	-	-	-	-	-	-	-	-	-	50,182	
62018	EVENT INSURANCE	3,408	3,308	-	3,500	3,500	6,000	-	0.0%	(2,500)	(71.4%)	(2,269)	
62020	EXCESS ACCIDENT MED-MEMBERSH	363,606	379,545	371,881	420,000	375,000	400,000	45,000	10.7%	(25,000)	(6.7%)	(165,357)	
62025	HQ - BUSINESS	18,308	19,716	18,671	21,000	21,000	22,000	-	0.0%	(1,000)	(4.8%)	6,906	
62027	CYBER LIABILITY	15,162	14,720	14,394	25,000	20,000	20,000	5,000	20.0%	-	0.0%	(53,953)	
62030	HQ - CRIME	0	7,517	7,400	4,500	4,500	14,000	-	0.0%	(9,500)	(211.1%)	(30,213)	
62035	LSC - CRIME	0	22,346	12,813	17,500	17,500	13,000	-	0.0%	4,500	25.7%	(34,480)	
62040	MEDIA ERRORS & OMISSIONS	15,162	14,720	14,394	37,500	20,000	20,000	17,500	46.7%	-	0.0%	(53,953)	
62055	TRAVEL ACCIDENT	0	-	1,296	2,500	2,500	6,000	-	0.0%	(3,500)	(140.0%)	(7,796)	
62060	FOREIGN TRAVEL	8,733	4,350	1,296	5,000	5,000	6,000	-	0.0%	(1,000)	(20.0%)	3,600	
62065	FOREIGN LIABILITY & AUTO	2,800	4,000	4,000	3,300	4,000	4,250	(700)	(21.2%)	(250)	(6.3%)	(2,768)	
62067	LEGAL SETTLEMENTS	40,952	37,679	103,074	75,000	50,000	75,000	25,000	33.3%	(25,000)	(50.0%)	(217,207)	
62070	USSIC SEXUAL CLUBS-PRE 2015	0	-	-	-	-	-	-	-	-	-	100,000	
62072	EXCESS SEXUAL MISCONDUCT-BZLY	0	-	-	-	-	-	-	-	-	-	1,039,500	
62073	USSIC SEXUAL PRIM-PRE 2015	0	-	-	-	-	-	-	-	-	-	100,000	
62080	KIDNAP/RANSOM	0	7,627	3,977	3,000	4,000	5,200	(1,000)	(33.3%)	(1,200)	(30.0%)	(12,759)	
72070	USSIC SEXUAL MISCONDUCT-CLUBS	0	-	-	-	-	-	-	-	-	-	329,600	
72073	USSIC SEXUAL MISCONDUCT-PRMRY	0	-	-	-	-	-	-	-	-	-	408,910	
TOTAL EXPENSES		2,981,344	2,909,865	3,000,544	3,102,800	2,869,000	3,279,732	233,800	7.5%	(410,732)	(14.3%)	2,659,361	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OTHER RISK MANAGEMENT Program:9415
Program Manager: George Ward
Program Description: Expenses for the Other Risk Management.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	13	-	-	-	-	-	-	-	-	-	13	
60004	CONFERENCE CALLS	0	26	-	-	-	-	-	-	-	-	(13)	
60010	POSTAGE	367	-	3,449	400	-	1,400	400	100.0%	(1,400)	-	(4,481)	
60015	PRINTING AND DUPLICATION	5,376	2,645	8,588	5,500	-	7,500	5,500	100.0%	(7,500)	-	(6,269)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	216	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	52	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	1,269	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	28	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	358	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	26	
60065	EQUIPMENT/SPACE RENTAL	204	-	-	800	-	800	800	100.0%	(800)	-	1,067	
60093	AUDIT/TAX FEES	0	21,600	-	-	-	-	-	-	-	-	(21,600)	
60094	LEGAL FEES	0	-	-	-	-	-	-	-	-	-	0	
60097	OTHER PROFESSIONAL SERVICES	0	-	281	10,000	10,000	10,000	-	0.0%	-	0.0%	10,036	Beecher Carlson Risk Financing Study.
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	800	
62067	LEGAL SETTLEMENTS	0	-	-	-	-	-	-	-	-	-	10,000	
	TOTAL EXPENSES	5,959	24,270	12,318	16,700	10,000	19,700	6,700	40.1%	(9,700)	(97.0%)	(8,499)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPERATIONAL RISK COMMITTEE Program:9827
Program Manager: George Ward

Program Description: Expenses for the Operational Risk Committee. Budgeting "virtual" meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	79	174	114	125	-	250	125	100.0%	(250)	-	(187)	
60005	INTERNET SERVICE	0	-	-	150	-	-	150	100.0%	-	-	-	
60010	POSTAGE	1,304	14	-	1,500	-	-	1,500	100.0%	-	-	2,838	
60011	FREIGHT	101	19	-	110	-	-	110	100.0%	-	-	228	
60013	EXCESS BAGGAGE & TIPS	100	85	-	100	160	-	(60)	(60.0%)	160	100.0%	(145)	
60015	PRINTING AND DUPLICATION	77	-	-	150	-	-	150	100.0%	-	-	158	
60017	PERSONAL CAR MILEAGE	193	268	115	175	272	-	(97)	(55.4%)	272	100.0%	587	
60020	SUPPLIES	0	26	-	74	-	-	74	100.0%	-	-	14	
60033	MEALS & ENTERTAINMENT	795	-	1,068	1,000	1,000	-	-	0.0%	1,000	100.0%	72	
60034	CAR RENTAL	458	442	416	1,200	-	-	1,200	100.0%	-	-	(400)	
60035	CAR RENTAL-GAS	12	9	16	-	-	-	-	-	-	-	(12)	
60036	OTHER LODGING	0	-	7,432	-	-	-	-	-	-	-	(7,432)	
60040	AIRFARE	5,042	10,223	4,644	8,000	7,000	-	1,000	12.5%	7,000	100.0%	5,274	
60041	GROUND TRANSPORTATION	637	584	304	500	500	-	-	0.0%	500	100.0%	523	
60042	LODGING	4,658	15,651	296	8,880	8,880	-	-	0.0%	8,880	100.0%	(3,795)	
60043	PER DIEM	1,385	5,212	1,038	2,736	1,650	-	1,086	39.7%	1,650	100.0%	(4,498)	
60044	HOSPITALITY	1,130	12,677	1,487	3,500	1,500	-	2,000	57.1%	1,500	100.0%	(4,918)	
60056	PROTOCOL/GIFTS	0	-	-	1,500	500	250	1,000	66.7%	250	50.0%	1,236	
60065	EQUIPMENT/SPACE RENTAL	818	2,667	961	2,600	-	-	2,600	100.0%	-	-	1,003	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	81	
60097	OTHER PROFESSIONAL SERVICES	0	-	16,575	-	-	-	-	-	-	-	(16,575)	
	TOTAL EXPENSES	16,788	48,050	34,466	32,300	21,462	500	10,838	33.6%	20,962	97.7%	(25,948)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:9490
Program Manager: George Ward
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	335	296	118	600	300	650	300	50.0%	(350)	(116.7%)	289	
60003	CELLULAR PHONE CHARGES	1,725	963	975	1,825	1,000	1,850	825	45.2%	(850)	(85.0%)	744	
60004	CONFERENCE CALLS	186	14	-	500	-	500	500	100.0%	(500)	-	755	
60005	INTERNET SERVICE	0	-	75	65	65	65	-	0.0%	-	0.0%	(74)	
60006	OTHER COMMUNICATIONS COST	28	-	-	25	25	25	-	0.0%	-	0.0%	31	
60010	POSTAGE	3,379	3,921	3,939	4,000	3,000	4,000	1,000	25.0%	(1,000)	(33.3%)	(3,942)	
60011	FREIGHT	748	947	31	750	500	750	250	33.3%	(250)	(50.0%)	(460)	
60013	EXCESS BAGGAGE & TIPS	120	-	110	150	150	150	-	0.0%	-	0.0%	(290)	
60015	PRINTING AND DUPLICATION	319	21	-	500	500	550	-	0.0%	(50)	(10.0%)	1,525	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,011	
60017	PERSONAL CAR MILEAGE	350	-	440	400	400	450	-	0.0%	(50)	(12.5%)	482	
60019	FURNITURE & FIXTURES	6	-	-	100	100	100	-	0.0%	-	0.0%	(94)	
60020	SUPPLIES	859	639	-	560	560	535	-	0.0%	25	4.5%	107	
60033	MEALS & ENTERTAINMENT	389	374	152	450	450	500	-	0.0%	(50)	(11.1%)	3,022	
60034	CAR RENTAL	665	-	311	750	750	1,125	-	0.0%	(375)	(50.0%)	(1,520)	
60035	CAR RENTAL-GAS	21	-	-	-	-	-	-	-	-	-	21	
60036	OTHER LODGING	0	-	1,395	-	-	-	-	-	-	-	(1,395)	
60038	OTHER AIRFARE	0	771	-	-	-	-	-	-	-	-	(771)	
60040	AIRFARE	1,734	169	2,209	1,000	1,000	2,500	-	0.0%	(1,500)	(150.0%)	17,122	Budgeting 5 trips.
60041	GROUND TRANSPORTATION	755	-	776	750	750	750	-	0.0%	-	0.0%	2,145	
60042	LODGING	3,580	160	2,807	1,480	1,480	2,775	-	0.0%	(1,295)	(87.5%)	12,466	Budgeting 5 trips.
60043	PER DIEM	954	-	886	570	570	855	-	0.0%	(285)	(50.0%)	3,984	
60044	HOSPITALITY	10	250	-	100	100	100	-	0.0%	-	0.0%	(330)	
60047	GOLDEN GOGGLES	3,750	-	-	1,000	1,000	2,000	-	0.0%	(1,000)	(100.0%)	750	
60056	PROTOCOL/GIFTS	1,687	2,441	-	1,500	1,500	200	-	0.0%	1,300	86.7%	(1,131)	
60060	GEAR/EQUIPMENT/SIGNAGE	3	-	-	-	-	-	-	-	-	-	7,072	
60061	APPAREL	0	-	-	250	250	250	-	0.0%	-	0.0%	(406)	
60062	APPAREL - VIK	7,690	10,220	-	7,500	2,500	7,500	5,000	66.7%	(5,000)	(200.0%)	(9,645)	
60064	BUILDING RENT	3,208	-	-	-	-	-	-	-	-	-	9,436	
60065	EQUIPMENT/SPACE RENTAL	43	-	-	100	100	100	-	0.0%	-	0.0%	496	
60066	REPAIR/MAINTENANCE	18	-	-	25	25	25	-	0.0%	-	0.0%	8	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	702	
60075	AUTOMOBILE EXPENSE	4	-	-	-	-	-	-	-	-	-	12	
60080	SUBSCRIPTIONS	55	-	-	250	250	250	-	0.0%	-	0.0%	(38)	
60086	TRAVEL AGENCY FEES	0	84	-	-	-	-	-	-	-	-	(84)	
60090	DEPRECIATION & AMORTIZATION	3,928	-	-	-	-	-	-	-	-	-	10,399	
60097	OTHER PROFESSIONAL SERVICES	593	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	8,267	
60098	DUES & FEES	956	975	1,975	1,200	1,200	1,200	-	0.0%	-	0.0%	(1,471)	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	247	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	32	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	29	
	TOTAL EXPENSES	38,100	22,246	16,197	27,400	19,525	30,755	7,875	28.7%	(11,230)	(57.5%)	62,499	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FOUNDATION AND MAKE A SPLASH SUPPORT Program:6666

Program Manager: CEO

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

Account Number	Account	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:												
EXPENSES:												
60100	Grants - Block grant	250,000	250,000	0	0	0	-	-	-	-	950,000	
60100	Grants - MAS other support	0	0	0	0	0	-	-	-	-	7,500	
60100	Grants - MAS staff (2016 Quad)	0	0	0	0	0	-	-	-	-	539,615	
60101	In Kind - USAS staff allocation	231,061	342,921	311,000	311,000	311,000	-	-	-	-	(333,911)	
60100	Grants - MAS Tour Adj.	0	0	0	0	0	-	-	-	-	233,650	
60100	Grants - Unclaimed Prize Money	44,310	404,076	0	0	0	-	-	-	-	43,082	
TOTAL EXPENSES		525,371	996,997	311,000	311,000	311,000	0	0	0	0	1,439,936	

EXECUTIVE							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
Other Executive												
220	7820 Nominating Committee	-	-	149	0	1,795	8,892	(1,795)		(7,097)	(395.4%)	(10,836)
221	7920 CEO Contingency	62,563	186,358	26,860	60,000	60,000	60,000	-	0.0%	-	0.0%	(124,188)
222	7930 Board Chair Travel and Expenses	43,577	27,412	29,833	35,000	40,991	44,797	(5,991)	(17.1%)	(3,806)	(9.3%)	(24,940)
223	7931 Olympic Games Executive Contingency	115,225	-	-	0	0	100,000	-		(100,000)		15,225
224	7937 Splash Makers II	125,708	1,321	1,536	0	0	0	-		-		122,850
225	7940 Documentary Film & Education	1,223,348	-	-	0	0	0	-		-		1,223,348
226	7945 CSCAA Grant	120,000	120,005	120,000	125,000	120,000	120,000	5,000	4.0%	-	0.0%	(259,411)
227	7971 Organizational Relations - Domestic	56,625	59,302	84,164	80,000	65,000	67,500	15,000	18.8%	(2,500)	(3.8%)	101,735
228	7981 International Relations	59,324	45,743	59,463	69,100	50,600	44,274	18,500	26.8%	6,326	12.5%	49,399
229	7984 Organizational Relations - Internat'l	49,239	27,582	33,577	65,000	43,000	40,000	22,000	33.8%	3,000	7.0%	81,809
Program Group Total		1,855,609	467,723	355,582	434,100	381,386	485,463	52,714	12.1%	(104,077)	(27.3%)	1,174,991
Committees												
230	7803 Board of Directors	212,407	168,291	174,281	185,300	140,788	154,643	44,512	24.0%	(13,855)	(9.8%)	(55,405)
231	7805 Executive Committee	11,223	10,436	-	0	0	0	-		-		51,508
232	7806 Committee Chairs Meeting	341	31,149	-	0	0	0	-		-		31,973
233	7807 Zone Administration	2,725	2,532	5,370	0	0	0	-		-		5,206
234	7808 Task Forces	46,168	173,306	140,077	34,000	191,741	166,670	(157,741)	(463.9%)	25,071	13.1%	(602,279)
235	7811 International Relations Committee	20,848	29,734	19,522	31,000	13,000	500	18,000	58.1%	12,500	96.2%	30,985
Program Group Total		293,713	415,448	339,251	250,300	345,529	321,813	(95,229)	(38.0%)	23,716	6.9%	(538,011)
Administration & Operational Support												
236	7990 Administration & Operational Support	138,565	149,966	130,084	100,300	138,500	166,880	(38,200)	(38.1%)	(28,380)	(20.5%)	(189,340)
237	7999 Salary and Benefits	1,714,970	2,980,660	705,232	767,800	877,896	875,422	(110,096)	(14.3%)	2,474	0.3%	127,791
Program Group Total		1,853,535	3,130,626	835,316	868,100	1,016,396	1,042,302	(148,296)	(17.1%)	(25,906)	(2.5%)	(61,549)
TOTAL EXECUTIVE		4,002,856	4,013,797	1,530,149	1,552,500	1,743,311	1,849,578	(190,811)	(12.3%)	(106,267)	(6.1%)	575,430

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NOMINATING COMMITTEE Program:7820
Program Manager: Paula D'Amico
Funds to be used by the Nominating Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	91	-	-	-	-	-	-	-	(91)	Budgeting 6 trips. Budgeting 6 trips.
60034	CAR RENTAL	0	-	-	-	4	600	(4)	-	(596)	(14900.0%)	(604)	
60040	AIRFARE	0	-	-	-	-	3,000	-	-	(3,000)	-	(3,000)	
60042	LODGING	0	-	-	-	-	2,220	-	-	(2,220)	-	(2,220)	
60043	PER DIEM	0	-	-	-	-	684	-	-	(684)	-	(684)	
60098	DUES & FEES	0	-	58	-	1,791	2,388	(1,791)	-	(597)	(33.3%)	(4,237)	
	TOTAL EXPENSES	0	-	149	-	1,795	8,892	(1,795)	-	(7,097)	(395.4%)	(10,836)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CEO CONTINGENCY Program:7920
Program Manager: Tim Hinchey, CEO

Program Description: These funds are made available for discretionary use by the CEO. Historically, these funds have been used for: local community activities of the Colorado Springs Chamber of Commerce and Sports Corporation; flowers and memorial gifts related to deceased members of the swimming family; silent auction items; staff holiday function; gift certificates; fundraising events; etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	1	1	-	-	-	-	-	-	-	(2)	
60011	FREIGHT	41	-	8	-	-	-	-	-	-	-	33	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	119	
60020	SUPPLIES	0	72	-	-	-	-	-	-	-	-	(72)	
60033	MEALS & ENTERTAINMENT	1,334	-	8,114	-	10,000	10,000	(10,000)	-	-	0.0%	(22,895)	
60034	CAR RENTAL	0	-	-	-	1,500	1,500	(1,500)	-	-	0.0%	(3,000)	
60038	OTHER AIRFARE	0	-	568	-	-	-	-	-	-	-	(568)	
60040	AIRFARE	0	-	285	-	-	-	-	-	-	-	1,277	
60042	LODGING	4,794	-	-	-	4,500	4,500	(4,500)	-	-	0.0%	(3,428)	
60044	HOSPITALITY	3,542	7,186	4,046	5,000	3,000	5,000	2,000	40.0%	(2,000)	(66.7%)	(2,240)	
60045	TICKETS	0	450	-	-	-	-	-	-	-	-	(450)	
60047	GOLDEN GOGGLES	3,750	-	-	3,500	-	-	3,500	100.0%	-	-	17,500	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,000	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	3,500	
60056	PROTOCOL/GIFTS	11,419	7,576	4,391	10,000	5,000	7,500	5,000	50.0%	(2,500)	(50.0%)	(3,086)	
60060	GEAR/EQUIPMENT/SIGNAGE	128	-	-	-	-	-	-	-	-	-	128	
60061	APPAREL	4,409	214	2,411	5,000	5,000	5,000	-	0.0%	-	0.0%	2,497	
60065	EQUIPMENT/SPACE RENTAL	649	316	-	1,000	1,000	1,000	-	0.0%	-	0.0%	116	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	2,850	
60080	SUBSCRIPTIONS	865	-	-	-	-	-	-	-	-	-	1,248	
60085	GRAPHICS/ART WORK	0	-	-	-	-	-	-	-	-	-	311	
60094	LEGAL FEES	25,550	-	-	-	-	-	-	-	-	-	25,550	
60097	OTHER PROFESSIONAL SERVICES	36	157,500	-	3,500	3,500	3,500	-	0.0%	-	0.0%	(104,464)	
60098	DUES & FEES	6,048	12,819	7,036	7,000	7,000	7,000	-	0.0%	-	0.0%	(7,390)	
60666	MISCELLANEOUS EXPENSES	0	-	-	25,000	19,500	15,000	5,500	22.0%	4,500	23.1%	(34,500)	
61024	STAFF DEVELOPMENT	0	223	-	-	-	-	-	-	-	-	1,777	
	TOTAL EXPENSES	62,563	186,358	26,860	60,000	60,000	60,000	-	0.0%	-	0.0%	(124,188)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
BOARD CHAIR TRAVEL AND EXPENSES Program:7930
Program Manager: CFO and Paula D'Amico

Program Description: These funds are to be used to cover travel, hotel, meal, hospitality and miscellaneous expenses incurred by the Board Chair in the fulfillment of his duties.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	129	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	289	
60011	FREIGHT	293	11	11	-	-	-	-	-	-	-	412	
60015	PRINTING AND DUPLICATION	0	-	27	-	-	-	-	-	-	-	(27)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,916	
60017	PERSONAL CAR MILEAGE	516	482	301	500	1,500	1,500	(1,000)	(200.0%)	-	0.0%	(2,683)	
60033	MEALS & ENTERTAINMENT	383	994	524	400	2,400	3,500	(2,000)	(500.0%)	(1,100)	(45.8%)	(4,831)	
60034	CAR RENTAL	1,759	2,125	1,822	1,800	1,800	1,125	-	0.0%	675	37.5%	(5,114)	
60035	CAR RENTAL-GAS	117	152	117	-	-	-	-	-	-	-	(152)	
60036	OTHER LODGING	0	-	5,235	-	-	-	-	-	-	-	(5,235)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,823	
60040	AIRFARE	8,745	10,205	10,922	10,500	12,000	13,000	(1,500)	(14.3%)	(1,000)	(8.3%)	(12,140)	Budgeting 20 domestic and 1 international trip.
60041	GROUND TRANSPORTATION	1,568	1,808	1,969	1,500	1,500	1,500	-	0.0%	-	0.0%	(2,345)	
60042	LODGING	28,185	8,031	6,374	7,770	17,000	19,210	(9,230)	(118.8%)	(2,210)	(13.0%)	295	Budgeting 20 domestic and 1 international trip.
60043	PER DIEM	1,649	1,982	2,039	3,591	3,591	3,762	-	0.0%	(171)	(4.8%)	(4,457)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	3,454	
60046	LAUNDRY SERVICES	35	127	-	-	-	-	-	-	-	-	68	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	386	
60080	SUBSCRIPTIONS	250	-	-	250	-	-	250	100.0%	-	-	500	
60087	CREDIT CARD FEES	0	-	116	-	-	-	-	-	-	-	(116)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	187	
60098	DUES & FEES	78	1,494	378	189	200	200	(11)	(5.8%)	-	0.0%	(302)	
60666	MISCELLANEOUS EXPENSES	0	-	-	8,500	1,000	1,000	7,500	88.2%	-	0.0%	(2,000)	
TOTAL EXPENSES		43,577	27,412	29,833	35,000	40,991	44,797	(5,991)	(17.1%)	(3,806)	(9.3%)	(24,940)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC GAMES EXECUTIVE CONTINGENCY Program:7931
Program Manager: Tim Hinchey, CEO

Program Description: These funds are to be used to send the Board Chair and CEO to the Olympic Games, meet hospitality and protocol needs, provide post-Games gifts for Olympic Team athletes and staff, and provide an emergency fund for unforeseen expenses related to the Olympic Games and the Olympic Team.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	150	-	-	-	-	-	-	-	-	-	150	
60040	AIRFARE	2,172	-	-	-	-	-	-	-	-	-	2,172	
60041	GROUND TRANSPORTATION	486	-	-	-	-	-	-	-	-	-	486	
60042	LODGING	22,000	-	-	-	-	-	-	-	-	-	22,000	
60043	PER DIEM	1,233	-	-	-	-	-	-	-	-	-	1,233	
60044	HOSPITALITY	43,991	-	-	-	-	-	-	-	-	-	43,991	
60056	PROTOCOL/GIFTS	1,125	-	-	-	-	-	-	-	-	-	1,125	
60061	APPAREL	44,057	-	-	-	-	-	-	-	-	-	44,057	
60098	DUES & FEES	10	-	-	-	-	-	-	-	-	-	10	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	-	100,000	-	-	(100,000)	-	(100,000)	
	TOTAL EXPENSES	115,225	-	-	-	-	100,000	-	-	(100,000)	-	15,225	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPLASH MAKERS II Program:7937
Program Manager: Tim Hinchey, CEO

Program Description: The SplashMakers book that will be produced and published in 2016 recognizing and celebrating the impact of 16 people who have contributed to USA Swimming’s success. USA Swimming hosts a dinner to honor these special people during the 2016 Golden Goggle Awards weekend. N/A.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	18	-	-	-	-	-	-	-	-	-	18	
60011	FREIGHT	3,311	69	1,536	-	-	-	-	-	-	-	1,705	
60013	EXCESS BAGGAGE & TIPS	150	-	-	-	-	-	-	-	-	-	150	
60015	PRINTING AND DUPLICATION	43,000	-	-	-	-	-	-	-	-	-	43,000	
60017	PERSONAL CAR MILEAGE	334	-	-	-	-	-	-	-	-	-	334	
60020	SUPPLIES	30	492	-	-	-	-	-	-	-	-	(462)	
60040	AIRFARE	21,464	-	-	-	-	-	-	-	-	-	21,464	
60041	GROUND TRANSPORTATION	676	-	-	-	-	-	-	-	-	-	676	
60042	LODGING	15,630	-	-	-	-	-	-	-	-	-	15,630	
60043	PER DIEM	498	-	-	-	-	-	-	-	-	-	498	
60044	HOSPITALITY	(1,200)	-	-	-	-	-	-	-	-	-	(1,200)	
60047	GOLDEN GOGGLES	1,250	-	-	-	-	-	-	-	-	-	1,250	
60050	HONORARIA	35,500	-	-	-	-	-	-	-	-	-	35,500	
60056	PROTOCOL/GIFTS	0	759	-	-	-	-	-	-	-	-	(759)	
60087	CREDIT CARD FEES	47	-	-	-	-	-	-	-	-	-	47	
60097	OTHER PROFESSIONAL SERVICES	5,000	-	-	-	-	-	-	-	-	-	5,000	
	TOTAL EXPENSES	125,708	1,321	1,536	-	-	-	-	-	-	-	122,850	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DOCUMENTARY FILM & EDUCATION Program:7940

Program Manager:

Program Description: A documentary film about the 1976 Montreal Olympic Games and the story of the U.S. Women’s Team facing the doped East German Team. This latter project is also intended to help educate current and future generations of swimmers about an important episode in our sport’s history, and the evils of doping and the values of clean sport that are so important.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	35	-	-	-	-	-	-	-	-	-	35	
60010	POSTAGE	82	-	-	-	-	-	-	-	-	-	82	
60011	FREIGHT	2,578	-	-	-	-	-	-	-	-	-	2,578	
60016	CAR RENTAL/GAS	1,847	-	-	-	-	-	-	-	-	-	1,847	
60020	SUPPLIES	8,079	-	-	-	-	-	-	-	-	-	8,079	
60025	ADVERTISING	697	-	-	-	-	-	-	-	-	-	697	
60033	MEALS & ENTERTAINMENT	8,519	-	-	-	-	-	-	-	-	-	8,519	
60040	AIRFARE	30,097	-	-	-	-	-	-	-	-	-	30,097	
60041	GROUND TRANSPORTATION	7,127	-	-	-	-	-	-	-	-	-	7,127	
60042	LODGING	32,151	-	-	-	-	-	-	-	-	-	32,151	
60043	PER DIEM	1,664	-	-	-	-	-	-	-	-	-	1,664	
60044	HOSPITALITY	2,644	-	-	-	-	-	-	-	-	-	2,644	
60047	GOLDEN GOGGLES	3,750	-	-	-	-	-	-	-	-	-	3,750	
60050	HONORARIA	3,750	-	-	-	-	-	-	-	-	-	3,750	
60060	GEAR/EQUIPMENT/SIGNAGE	2,973	-	-	-	-	-	-	-	-	-	2,973	
60065	EQUIPMENT/SPACE RENTAL	1,800	-	-	-	-	-	-	-	-	-	1,800	
60071	TELEVISION/VIDEO PRODUCTION	53,439	-	-	-	-	-	-	-	-	-	53,439	
60097	OTHER PROFESSIONAL SERVICES	1,046,887	-	-	-	-	-	-	-	-	-	1,046,887	
60098	DUES & FEES	15,229	-	-	-	-	-	-	-	-	-	15,229	
	TOTAL EXPENSES	1,223,348	-	-	-	-	-	-	-	-	-	1,223,348	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CSCAA GRANT Program:7945

Program Manager: Mike Unger

Program Description: USA Swimming's Board of Directors approved a three-year grant of \$120K/yr. to help the CSCAA in its work to protect and preserve NCAA Division I swimming programs. The funds are intended to be used to provide personnel and travel assistance support.

								(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad
Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget					
SECTION 2:												
	EXPENSES:											
60004	CONFERENCE CALLS	0	5	-	-	-	-	-	-	-	-	(5)
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	488
60042	LODGING	0	-	-	-	-	-	-	-	-	-	105
60100	GRANTS	120,000	120,000	120,000	125,000	120,000	120,000	5,000	4.0%	-	0.0%	(260,000)
	TOTAL EXPENSES	120,000	120,005	120,000	125,000	120,000	120,000	5,000	4.0%	-	0.0%	(259,411)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ORGANIZATIONAL RELATIONS - DOMESTIC Program:7971
Program Manager: Mike Unger

Program Description: These funds are to be used at the discretion of the CEO to support collaborative activities and business-enhancing relationships with various affinity organizations such as: USOC, NCAA, ISHOF, ASCA, CSCAA, YMCA, NISCA, Women’s Sports Foundation, city sports corporations, “Our Kids Initiative,” etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	26	-	-	-	-	-	-	-	-	-	26	
60011	FREIGHT	178	191	23	200	200	200	-	0.0%	-	0.0%	(36)	
60013	EXCESS BAGGAGE & TIPS	120	-	-	-	-	-	-	-	-	-	120	
60015	PRINTING AND DUPLICATION	0	-	-	250	250	250	-	0.0%	-	0.0%	420	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	120	
60017	PERSONAL CAR MILEAGE	118	30	-	-	-	-	-	-	-	-	363	
60020	SUPPLIES	0	-	-	100	100	100	-	0.0%	-	0.0%	2,400	
60025	ADVERTISING	1,000	-	-	1,000	1,000	500	-	0.0%	500	50.0%	300	
60033	MEALS & ENTERTAINMENT	430	805	364	400	400	400	-	0.0%	-	0.0%	(1,176)	
60034	CAR RENTAL	0	130	-	-	-	-	-	-	-	-	(130)	
60035	CAR RENTAL-GAS	0	125	-	-	-	-	-	-	-	-	(125)	
60038	OTHER AIRFARE	0	-	820	-	-	-	-	-	-	-	(820)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,887	
60040	AIRFARE	1,163	2,986	1,721	-	-	-	-	-	-	-	5,366	
60041	GROUND TRANSPORTATION	352	228	182	300	300	300	-	0.0%	-	0.0%	(178)	
60042	LODGING	0	1,174	895	-	-	-	-	-	-	-	3,545	
60043	PER DIEM	0	109	45	-	-	-	-	-	-	-	(154)	
60044	HOSPITALITY	991	624	17,233	1,000	1,000	1,000	-	0.0%	-	0.0%	(9,447)	
60045	TICKETS	0	-	9,000	-	-	-	-	-	-	-	(6,500)	
60047	GOLDEN GOGGLES	32,500	6,500	3,550	15,750	15,750	12,750	-	0.0%	3,000	19.0%	121,450	
60055	AWARDS	0	-	425	-	-	-	-	-	-	-	7,075	
60056	PROTOCOL/GIFTS	13,400	37,300	40,900	30,000	30,000	30,000	-	0.0%	-	0.0%	890	
60065	EQUIPMENT/SPACE RENTAL	248	-	3,801	-	-	-	-	-	-	-	(3,508)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	400	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	20	
60087	CREDIT CARD FEES	0	-	5	-	-	-	-	-	-	-	(5)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	5,000	4,000	4,000	1,000	20.0%	-	0.0%	2,400	
60098	DUES & FEES	6,100	9,100	5,200	6,000	5,000	6,000	1,000	16.7%	(1,000)	(20.0%)	(9,948)	
60666	MISCELLANEOUS EXPENSES	0	-	-	20,000	7,000	12,000	13,000	65.0%	(5,000)	(71.4%)	(19,000)	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	5,983	
	TOTAL EXPENSES	56,625	59,302	84,164	80,000	65,000	67,500	15,000	18.8%	(2,500)	(3.8%)	101,735	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL RELATIONS Program:7981
Program Manager: Mike Unger

Program Description: These funds are to be used to send USA Swimming representatives to continental and international meetings and events in order to cultivate relationships, gather information and advance positions that seek to support our international influence and stature.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	3,745	2,899	2,359	2,500	2,500	1,500	-	0.0%	1,000	40.0%	3,259	
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	1,262	
60004	CONFERENCE CALLS	0	13	-	-	-	-	-	-	-	-	8	
60005	INTERNET SERVICE	0	-	21	-	-	-	-	-	-	-	(21)	
60010	POSTAGE	543	228	124	500	500	300	-	0.0%	200	40.0%	571	
60011	FREIGHT	561	688	680	500	500	500	-	0.0%	-	0.0%	(1,440)	
60013	EXCESS BAGGAGE & TIPS	50	-	50	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	195	27	-	1,000	1,000	300	-	0.0%	700	70.0%	4,018	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,376	
60017	PERSONAL CAR MILEAGE	0	20	14	-	-	-	-	-	-	-	632	
60020	SUPPLIES	0	1	16	124	124	50	-	0.0%	74	59.7%	4,480	
60033	MEALS & ENTERTAINMENT	6,993	10,480	5,163	7,000	5,000	7,000	2,000	28.6%	(2,000)	(40.0%)	(5,122)	
60034	CAR RENTAL	154	92	291	1,350	1,350	-	-	0.0%	1,350	100.0%	(1,578)	
60035	CAR RENTAL-GAS	0	13	38	-	-	-	-	-	-	-	(50)	
60036	OTHER LODGING	0	-	6,878	-	-	-	-	-	-	-	(6,878)	
60038	OTHER AIRFARE	0	-	547	-	-	-	-	-	-	-	(547)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	640	
60040	AIRFARE	22,836	13,084	34,391	30,000	20,000	7,200	10,000	33.3%	12,800	64.0%	(5,832)	Budgeting 6 international trips.
60041	GROUND TRANSPORTATION	5,369	3,395	2,894	4,000	3,000	3,500	1,000	25.0%	(500)	(16.7%)	1,040	
60042	LODGING	9,685	8,046	3,299	11,100	11,100	13,320	-	0.0%	(2,220)	(20.0%)	10,545	Budgeting 6 international trips.
60043	PER DIEM	0	1,047	1,398	1,026	1,026	4,104	-	0.0%	(3,078)	(300.0%)	(4,047)	
60044	HOSPITALITY	53	340	-	-	-	-	-	-	-	-	910	
60045	TICKETS	800	-	-	-	-	-	-	-	-	-	800	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	10,000	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	6,350	
60056	PROTOCOL/GIFTS	147	-	-	3,000	1,000	1,500	2,000	66.7%	(500)	(50.0%)	(2,005)	
60065	EQUIPMENT/SPACE RENTAL	147	442	-	-	-	-	-	-	-	-	634	
60097	OTHER PROFESSIONAL SERVICES	6,000	2,700	-	-	-	-	-	-	-	-	28,300	
60098	DUES & FEES	2,046	2,228	1,302	-	-	-	-	-	-	-	10,596	
60666	MISCELLANEOUS EXPENSES	0	-	-	7,000	3,500	5,000	3,500	50.0%	(1,500)	(42.9%)	(8,500)	
	TOTAL EXPENSES	59,324	45,743	59,463	69,100	50,600	44,274	18,500	26.8%	6,326	12.5%	49,399	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ORGANIZATIONAL RELATIONS - INTERNAT'L Program:7984
Program Manager: Mike Unger

Program Description: These funds are to be used to support international-related activities, including the organization and staging of seminars and conferences for coaches, technical directors, officials and federation leaders as part of USA Swimming’s ongoing effort to improve international relationships and enhance our NGB’s influence and stature.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	17	-	-	-	-	-	-	-	-	-	33	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	6	
60011	FREIGHT	33	314	-	-	-	-	-	-	-	-	1,727	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	947	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,161	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	408	
60033	MEALS & ENTERTAINMENT	224	-	130	750	750	750	-	0.0%	-	0.0%	(774)	
60036	OTHER LODGING	0	-	15,000	-	-	-	-	-	-	-	(15,000)	
60040	AIRFARE	949	5,658	(500)	-	-	-	-	-	-	-	35,306	
60041	GROUND TRANSPORTATION	42	259	121	-	-	-	-	-	-	-	1,539	
60042	LODGING	474	-	320	-	-	-	-	-	-	-	9,942	
60043	PER DIEM	0	245	125	-	-	-	-	-	-	-	3,144	
60044	HOSPITALITY	0	2,000	-	-	-	-	-	-	-	-	41,465	
60047	GOLDEN GOGGLES	17,500	3,900	2,840	5,250	5,250	5,250	-	0.0%	-	0.0%	35,260	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	1,000	
60056	PROTOCOL/GIFTS	15,000	15,000	15,000	15,000	15,000	8,000	-	0.0%	7,000	46.7%	(35,911)	
60059	MEET RIGHTS FEES	15,000	-	-	-	-	4,000	-	-	(4,000)	-	26,000	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	1,550	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	1,977	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	8,900	
60080	SUBSCRIPTIONS	0	-	675	-	-	-	-	-	-	-	(675)	
60087	CREDIT CARD FEES	0	12	-	-	-	-	-	-	-	-	698	
60097	OTHER PROFESSIONAL SERVICES	0	-	(133)	-	-	-	-	-	-	-	3,893	
60098	DUES & FEES	0	195	-	-	-	-	-	-	-	-	713	
60100	GRANTS	0	-	-	-	-	-	-	-	-	-	2,500	
60666	MISCELLANEOUS EXPENSES	0	-	-	44,000	22,000	22,000	22,000	50.0%	-	0.0%	(44,000)	
	TOTAL EXPENSES	49,239	27,582	33,577	65,000	43,000	40,000	22,000	33.8%	3,000	7.0%	81,809	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

BOARD OF DIRECTORS Program:7803

Program Manager: CFO and Paula D'Amico

Program Description: These funds are allocated to cover travel, housing, meals, printing and miscellaneous expenses for up to four board meetings per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	400	
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	100	
60004	CONFERENCE CALLS	260	47	267	300	300	300	-	0.0%	-	0.0%	(36)	
60005	INTERNET SERVICE	10	-	12	-	-	-	-	-	-	-	489	
60010	POSTAGE	103	-	10	-	-	-	-	-	-	-	277	
60011	FREIGHT	1,858	531	425	500	500	500	-	0.0%	-	0.0%	4,498	
60013	EXCESS BAGGAGE & TIPS	529	200	170	-	-	-	-	-	-	-	159	
60015	PRINTING AND DUPLICATION	1,597	2,180	758	1,200	600	600	600	50.0%	-	0.0%	2,111	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	4,806	
60017	PERSONAL CAR MILEAGE	2,485	2,183	2,499	-	1,800	1,800	(1,800)	-	-	0.0%	(3,156)	
60020	SUPPLIES	547	891	913	530	500	500	30	5.7%	-	0.0%	(884)	
60033	MEALS & ENTERTAINMENT	2,291	322	13,605	-	9,000	9,000	(9,000)	-	-	0.0%	(28,879)	Added in dinners around BOD Meetings
60034	CAR RENTAL	3,550	1,474	829	4,950	2,000	1,875	2,950	59.6%	125	6.3%	(2,628)	
60035	CAR RENTAL-GAS	253	80	16	-	-	-	-	-	-	-	157	
60036	OTHER LODGING	0	-	39,988	-	-	-	-	-	-	-	(39,988)	
60038	OTHER AIRFARE	0	-	200	-	-	-	-	-	-	-	(200)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	5,463	
60040	AIRFARE	55,875	46,205	42,552	35,000	35,000	35,000	-	0.0%	-	0.0%	(4,532)	BOD meetings and BOD Orientation and Convention lodging.
60041	GROUND TRANSPORTATION	7,179	4,053	4,025	2,000	4,000	4,000	(2,000)	(100.0%)	-	0.0%	3,011	
60042	LODGING	63,753	47,143	2,480	38,850	36,000	38,850	2,850	7.3%	(2,850)	(7.9%)	71,989	BOD meetings and BOD Orientation and Convention lodging.
60043	PER DIEM	13,175	12,469	12,814	11,970	9,000	5,130	2,970	24.8%	3,870	43.0%	(523)	
60044	HOSPITALITY	27,522	30,026	28,538	10,000	25,000	32,000	(15,000)	(150.0%)	(7,000)	(28.0%)	(41,621)	
60047	GOLDEN GOGGLES	0	8,775	4,260	5,000	5,000	5,000	-	0.0%	-	0.0%	(23,035)	
60056	PROTOCOL/GIFTS	0	-	-	-	500	500	(500)	-	-	0.0%	(534)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	2,001	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	469	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	5,038	
60065	EQUIPMENT/SPACE RENTAL	10,427	11,255	14,757	10,000	5,000	13,000	5,000	50.0%	(8,000)	(160.0%)	(12,679)	
60070	CAMERA, PHOTO, VIDEO	0	395	-	-	-	-	-	-	-	-	(321)	
60080	SUBSCRIPTIONS	0	-	3,588	-	3,588	3,588	(3,588)	-	-	0.0%	(10,764)	
60087	CREDIT CARD FEES	0	12	4	-	-	-	-	-	-	-	(16)	
60097	OTHER PROFESSIONAL SERVICES	20,994	-	75	65,000	-	-	65,000	100.0%	-	-	20,919	Consultant contract moved to program #7808
60098	DUES & FEES	0	52	1,495	-	3,000	3,000	(3,000)	-	-	0.0%	(7,495)	
	TOTAL EXPENSES	212,407	168,291	174,281	185,300	140,788	154,643	44,512	24.0%	(13,855)	(9.8%)	(55,405)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
EXECUTIVE COMMITTEE Program:7805
Program Manager: CFO and Paula D'Amico

Program Description: These funds are allocated to cover travel, housing, meal, printing and miscellaneous expenses associated with the annual budget meeting in August, and for miscellaneous conference calls.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	96	-	-	-	-	-	-	-	-	-	390	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	10	
60010	POSTAGE	0	9	-	-	-	-	-	-	-	-	(9)	
60011	FREIGHT	141	230	-	-	-	-	-	-	-	-	413	
60013	EXCESS BAGGAGE & TIPS	0	86	-	-	-	-	-	-	-	-	(86)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	238	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	245	
60017	PERSONAL CAR MILEAGE	205	59	-	-	-	-	-	-	-	-	597	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	136	
60033	MEALS & ENTERTAINMENT	506	157	-	-	-	-	-	-	-	-	1,311	
60034	CAR RENTAL	0	142	-	-	-	-	-	-	-	-	(142)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	559	
60040	AIRFARE	2,746	3,547	-	-	-	-	-	-	-	-	16,080	
60041	GROUND TRANSPORTATION	54	354	-	-	-	-	-	-	-	-	1,124	
60042	LODGING	3,437	4,142	-	-	-	-	-	-	-	-	14,617	
60043	PER DIEM	2,353	736	-	-	-	-	-	-	-	-	4,938	
60044	HOSPITALITY	1,180	-	-	-	-	-	-	-	-	-	9,850	
60065	EQUIPMENT/SPACE RENTAL	505	976	-	-	-	-	-	-	-	-	1,237	
	TOTAL EXPENSES	11,223	10,436	-	-	-	-	-	-	-	-	51,508	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COMMITTEE CHAIRS MEETING Program:7806

Program Manager:

Program Description: These funds are allocated to cover the cost of a meeting for all committee chairs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	112	
60013	EXCESS BAGGAGE & TIPS	0	180	-	-	-	-	-	-	-	-	(180)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	930	
60017	PERSONAL CAR MILEAGE	0	302	-	-	-	-	-	-	-	-	234	
60020	SUPPLIES	0	45	-	-	-	-	-	-	-	-	69	
60034	CAR RENTAL	0	944	-	-	-	-	-	-	-	-	(944)	
60035	CAR RENTAL-GAS	0	53	-	-	-	-	-	-	-	-	(53)	
60040	AIRFARE	341	12,349	-	-	-	-	-	-	-	-	15,897	
60041	GROUND TRANSPORTATION	0	398	-	-	-	-	-	-	-	-	679	
60042	LODGING	0	5,432	-	-	-	-	-	-	-	-	5,662	
60043	PER DIEM	0	2,400	-	-	-	-	-	-	-	-	2,010	
60044	HOSPITALITY	0	7,685	-	-	-	-	-	-	-	-	5,453	
60065	EQUIPMENT/SPACE RENTAL	0	1,360	-	-	-	-	-	-	-	-	2,106	
	TOTAL EXPENSES	341	31,149	-	-	-	-	-	-	-	-	31,973	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ZONE ADMINISTRATION Program:7807
Program Manager:
Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	80	20	17	-	-	-	-	-	-	-	316	
60015	PRINTING AND DUPLICATION	2,645	320	5,354	-	-	-	-	-	-	-	(1,642)	
60065	EQUIPMENT/SPACE RENTAL	0	2,192	-	-	-	-	-	-	-	-	6,532	
	TOTAL EXPENSES	2,725	2,532	5,370	-	-	-	-	-	-	-	5,206	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TASK FORCES Program:7808

Program Manager: CFO and Paula D'Amico

Program Description: These funds are available for use upon the approval of the Board Chair and CEO for various task forces and study groups that may be appointed to work on specific projects throughout the year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	324	591	238	200	200	200	-	0.0%	-	0.0%	(480)	
60011	FREIGHT	0	33	11	-	-	-	-	-	-	-	158	
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	(50)	
60015	PRINTING AND DUPLICATION	15	8	35	120	120	120	-	0.0%	-	0.0%	(261)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	113	
60017	PERSONAL CAR MILEAGE	92	14	433	-	500	500	(500)	-	-	0.0%	(1,326)	
60033	MEALS & ENTERTAINMENT	141	2,924	60	-	-	-	-	-	-	-	(2,799)	
60034	CAR RENTAL	0	-	22	-	-	-	-	-	-	-	(22)	
60036	OTHER LODGING	0	-	3,432	-	-	-	-	-	-	-	(3,432)	
60038	OTHER AIRFARE	0	-	407	-	-	-	-	-	-	-	(407)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,150	
60040	AIRFARE	11,932	14,323	5,152	10,000	5,000	1,000	5,000	50.0%	4,000	80.0%	(3,894)	Travel for consultant(s).
60041	GROUND TRANSPORTATION	138	619	175	1,000	1,000	1,000	-	0.0%	-	0.0%	(2,241)	
60042	LODGING	2,384	9,936	242	7,400	4,900	1,850	2,500	33.8%	3,050	62.2%	(9,350)	Travel for consultant(s).
60043	PER DIEM	1,841	1,211	480	2,280	(220)	-	2,500	109.6%	(220)	100.0%	1,307	
60044	HOSPITALITY	1,861	6,860	3,317	2,000	2,000	2,000	-	0.0%	-	0.0%	(7,979)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,920	-	-	-	-	-	-	-	-	(1,920)	
60065	EQUIPMENT/SPACE RENTAL	2,305	5,107	1,553	1,000	1,000	1,000	-	0.0%	-	0.0%	(5,683)	
60075	AUTOMOBILE EXPENSE	0	-	57	-	-	-	-	-	-	-	(57)	
60097	OTHER PROFESSIONAL SERVICES	24,854	129,500	124,284	10,000	142,241	159,000	(132,241)	(1322.4%)	(16,759)	(11.8%)	(530,171)	Governance Consultant contract through 2020.
60098	DUES & FEES	280	210	180	-	35,000	-	(35,000)	-	35,000	100.0%	(34,935)	BOD add of a comp consultant in 2019.
TOTAL EXPENSES		46,168	173,306	140,077	34,000	191,741	166,670	(157,741)	(463.9%)	25,071	13.1%	(602,279)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL RELATIONS COMMITTEE Program:7811
Program Manager: Mike Unger

Program Description: These funds are allocated to cover the cost of travel, housing, meals, printing and miscellaneous expenses for two committee meetings per year. Budgeting 1 meeting in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	188	
60004	CONFERENCE CALLS	69	69	54	60	60	250	-	0.0%	(190)	(316.7%)	(71)	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	450	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	62	
60011	FREIGHT	13	119	12	60	60	-	-	0.0%	60	100.0%	(39)	
60015	PRINTING AND DUPLICATION	239	4	6	-	-	-	-	-	-	-	293	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	112	
60017	PERSONAL CAR MILEAGE	0	27	77	-	-	-	-	-	-	-	(104)	
60020	SUPPLIES	0	-	61	-	-	-	-	-	-	-	(61)	
60033	MEALS & ENTERTAINMENT	0	144	-	-	-	-	-	-	-	-	(144)	
60034	CAR RENTAL	104	445	-	-	-	-	-	-	-	-	(341)	
60035	CAR RENTAL-GAS	0	25	-	-	-	-	-	-	-	-	(25)	
60036	OTHER LODGING	0	-	4,420	-	-	-	-	-	-	-	(4,420)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	6,587	
60040	AIRFARE	5,966	10,006	5,025	10,000	4,180	-	5,820	58.2%	4,180	100.0%	12,410	
60041	GROUND TRANSPORTATION	120	636	191	500	500	-	-	0.0%	500	100.0%	222	
60042	LODGING	4,543	7,017	-	11,100	2,000	-	9,100	82.0%	2,000	100.0%	8,422	
60043	PER DIEM	2,934	2,680	3,300	2,280	1,200	-	1,080	47.4%	1,200	100.0%	644	
60044	HOSPITALITY	4,113	4,907	4,104	4,000	3,000	-	1,000	25.0%	3,000	100.0%	4,537	
60045	TICKETS	0	85	-	-	-	-	-	-	-	-	(85)	
60065	EQUIPMENT/SPACE RENTAL	2,748	3,570	2,119	3,000	2,000	-	1,000	33.3%	2,000	100.0%	2,740	
60087	CREDIT CARD FEES	0	-	4	-	-	-	-	-	-	-	(4)	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	-	250	-	-	(250)	-	(400)	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	12	
	TOTAL EXPENSES	20,848	29,734	19,522	31,000	13,000	500	18,000	58.1%	12,500	96.2%	30,985	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:7990
Program Manager: CFO and Paula D'Amico

Program Description: These funds are budgeted to cover all expenses associated with the administrative and operational activities of the CEO's office.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	623	-	500	400	(500)	-	100	20.0%	(1,523)	
60002	LONG DISTANCE PHONE SERVICE	655	701	100	800	-	-	800	100.0%	-	-	2,348	
60003	CELLULAR PHONE CHARGES	7,351	7,933	2,972	3,000	4,300	4,300	(1,300)	(43.3%)	-	0.0%	6,752	
60004	CONFERENCE CALLS	55	157	321	100	500	500	(400)	(400.0%)	-	0.0%	(1,333)	
60005	INTERNET SERVICE	0	34	240	-	300	200	(300)	-	100	33.3%	(483)	
60006	OTHER COMMUNICATIONS COST	659	551	227	600	400	400	200	33.3%	-	0.0%	960	
60010	POSTAGE	136	269	80	200	100	100	100	50.0%	-	0.0%	2,957	
60011	FREIGHT	725	808	957	600	800	800	(200)	(33.3%)	-	0.0%	6,885	
60013	EXCESS BAGGAGE & TIPS	280	-	145	-	100	100	(100)	-	-	0.0%	(65)	
60015	PRINTING AND DUPLICATION	4,693	5,166	1,706	3,000	800	1,500	2,200	73.3%	(700)	(87.5%)	860	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	984	
60017	PERSONAL CAR MILEAGE	241	-	296	176	300	300	(124)	(70.5%)	-	0.0%	(391)	
60019	FURNITURE & FIXTURES	1,739	5,321	33	1,000	-	-	1,000	100.0%	-	-	(727)	
60020	SUPPLIES	5,224	4,438	1,705	2,500	800	1,500	1,700	68.0%	(700)	(87.5%)	6,644	
60025	ADVERTISING	0	-	150	-	-	-	-	-	-	-	(150)	
60033	MEALS & ENTERTAINMENT	739	5,551	16,346	2,400	15,000	15,000	(12,600)	(525.0%)	-	0.0%	(44,657)	
60034	CAR RENTAL	260	-	1,183	2,700	1,500	1,500	1,200	44.4%	-	0.0%	(3,924)	
60035	CAR RENTAL-GAS	51	6	73	-	-	-	-	-	-	-	(29)	
60036	OTHER LODGING	0	-	2,366	-	-	-	-	-	-	-	(2,366)	
60038	OTHER AIRFARE	0	2,819	863	-	-	-	-	-	-	-	(3,682)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	6,646	
60040	AIRFARE	6,472	5,444	22,171	12,000	27,000	35,000	(15,000)	(125.0%)	(8,000)	(29.6%)	(67,701)	Budgeting for 45 domestic and 5 international trips.
60041	GROUND TRANSPORTATION	1,085	779	4,478	800	4,500	4,500	(3,700)	(462.5%)	-	0.0%	(11,292)	
60042	LODGING	2,380	5,129	18,500	13,320	24,000	39,900	(10,680)	(80.2%)	(15,900)	(66.3%)	(79,630)	Budgeting for 45 domestic and 5 international trips.
60043	PER DIEM	2,052	2,029	4,276	4,104	6,000	7,980	(1,896)	(46.2%)	(1,980)	(33.0%)	(15,770)	
60044	HOSPITALITY	98	141	938	-	1,500	1,000	(1,500)	-	500	33.3%	(2,182)	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	300	
60056	PROTOCOL/GIFTS	2,001	2,518	3,841	2,000	3,800	3,800	(1,800)	(90.0%)	-	0.0%	(7,463)	
60060	GEAR/EQUIPMENT/SIGNAGE	29	191	5	-	200	-	(200)	-	200	100.0%	364	
60061	APPAREL	102	-	2,987	-	2,000	2,000	(2,000)	-	-	0.0%	(6,607)	
60062	APPAREL - VIK	0	-	958	-	-	-	-	-	-	-	(958)	
60064	BUILDING RENT	32,078	35,992	10,012	6,900	8,800	9,900	(1,900)	(27.5%)	(1,100)	(12.5%)	29,170	Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60065	EQUIPMENT/SPACE RENTAL	433	522	1,668	500	1,500	1,400	(1,000)	(200.0%)	100	6.7%	(704)	
60066	REPAIR/MAINTENANCE	183	202	41	200	200	200	-	0.0%	-	0.0%	(71)	
60070	CAMERA, PHOTO, VIDEO	425	242	265	-	-	-	-	-	-	-	263	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	178	
60075	AUTOMOBILE EXPENSE	38	36	8	-	-	-	-	-	-	-	89	
60080	SUBSCRIPTIONS	3,947	3,449	593	4,000	700	700	3,300	82.5%	-	0.0%	9,298	
60086	TRAVEL AGENCY FEES	0	1,912	9,785	-	9,800	9,800	(9,800)	-	-	0.0%	(31,297)	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	0	
60090	DEPRECIATION & AMORTIZATION	39,275	43,083	11,460	7,400	8,000	9,000	(600)	(8.1%)	(1,000)	(12.5%)	25,808	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60093	AUDIT/TAX FEES	0	-	-	20,000	-	-	20,000	100.0%	-	-	-	Moved to Finance Division,
60097	OTHER PROFESSIONAL SERVICES	20,653	8,090	1,473	10,000	1,400	1,400	8,600	86.0%	-	0.0%	21,508	
60098	DUES & FEES	1,206	3,159	6,239	2,000	13,200	13,200	(11,200)	(560.0%)	-	0.0%	(30,955)	
61024	STAFF DEVELOPMENT	3,299	3,294	-	-	500	500	(500)	-	-	0.0%	(995)	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	2,200	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	315	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	920	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	168	
	TOTAL EXPENSES	138,565	149,966	130,084	100,300	138,500	166,880	(38,200)	(38.1%)	(28,380)	(20.5%)	(189,340)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:7999
Program Manager: Tim Hinchey, CEO

Program Description: These funds are available to cover expenses associated with the salaries and benefits for the CEO & Executive Administrative Assistant

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60043	PER DIEM	12	-	-	-	-	-	-	-	-	-	12	
60088	INTEREST EXP - DEFERRED COMP	25,179	24,587	22,434	22,500	17,000	11,600	5,500	24.4%	5,400	31.8%	14,446	
60101	FOUNDATION ALLOCATION	(154,578)	(10,022)	(102,096)	(103,000)	(103,000)	(103,000)	-	0.0%	-	0.0%	(48,054)	
61000	SALARIES	1,571,772	2,650,004	694,973	732,563	843,500	868,290	(110,937)	(15.1%)	(24,790)	(2.9%)	(47,745)	
61006	VISION PREMIUMS	1,693	1,852	695	455	524	-	(69)	(15.1%)	524	100.0%	1,993	
61010	MOVING EXPENSES	0	-	-	-	-	-	-	-	-	-	3,585	
61011	AUTO ALLOWANCE	9,000	7,269	9,000	9,000	9,000	9,000	-	0.0%	-	0.0%	1,731	
61012	CLUB DUES	6,900	2,389	-	8,000	-	-	8,000	100.0%	-	-	25,101	Moved to program #7990
61014	PAYROLL TAXES	66,813	78,775	22,207	20,987	24,167	24,836	(3,180)	(15.2%)	(670)	(2.8%)	57,573	
61015	PENSION CONTRIBUTION	67,660	85,900	4,915	33,800	38,922	33,989	(5,122)	(15.2%)	4,933	12.7%	51,288	
61017	HEALTH	101,983	118,752	47,029	35,810	41,236	30,707	(5,426)	(15.2%)	10,529	25.5%	48,775	
61018	DISABILITY INSURANCE	4,495	6,856	1,828	1,740	2,004	-	(264)	(15.2%)	2,004	100.0%	2,626	
61019	DENTAL INSURANCE	7,941	8,823	3,393	2,243	2,583	-	(340)	(15.2%)	2,583	100.0%	8,234	
61020	WORKERS COMPENSATION INSURANCE	1,856	1,664	500	1,100	1,267	-	(167)	(15.2%)	1,267	100.0%	3,214	
61022	EYE CARE REIMBURSEMENTS	695	300	100	400	461	-	(61)	(15.2%)	461	100.0%	992	
61024	STAFF DEVELOPMENT	2,393	2,422	-	2,000	-	-	2,000	100.0%	-	-	2,122	Moved to program #7990
61026	LIFE INSURANCE-EMPLOYER	1,155	1,091	254	203	234	-	(31)	(15.2%)	234	100.0%	1,898	
	TOTAL EXPENSES	1,714,970	2,980,660	705,232	767,800	877,896	875,422	(110,096)	(14.3%)	2,474	0.3%	127,791	

FINANCE							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Other Programs											
238	8500 LSC/Club Financial Presentation Resources	475	36,344	4,529	10,000	6,610	10,112	3,390	33.9%	(3,502)	(53.0%)	(6,155)
	<i>Program Group Total</i>	475	36,344	4,529	10,000	6,610	10,112	3,390	33.9%	(3,502)	(53.0%)	(6,155)
	Committees											
239	8880 Audit Committee	22	23	11	300	100	100	200	66.7%	-	0.0%	261
240	8895 Investment Committee	219	280	83	300	200	200	100	33.3%	-	0.0%	(57)
	<i>Program Group Total</i>	241	303	94	600	300	300	300	50.0%	-	0.0%	204
	Administration & Operational Support											
241	8990 Administration & Operational Support	217,112	204,697	143,348	133,200	189,750	215,946	(56,550)	(42.5%)	(26,196)	(13.8%)	(20,160)
242	8999 Salary and Benefits	1,202,469	1,122,819	723,561	995,500	1,031,769	720,157	(36,270)	(3.6%)	311,612	30.2%	687,098
	<i>Program Group Total</i>	1,419,581	1,327,516	866,909	1,128,700	1,221,519	936,103	(92,820)	(8.2%)	285,416	23.4%	666,938
	TOTAL FINANCE	1,420,297	1,364,162	871,532	1,139,300	1,228,429	946,515	(89,130)	(7.8%)	281,914	22.9%	660,987

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC/CLUB FINANCIAL PRESENTATION RESOURCES Program:8500
Program Manager: Tami Bock/ Joan Burgar
Program Description: Convention Expenses to Include Treasurer's Workshop & LSC Assistance

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
							\$	%	\$	%			
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	1	-	-	-	-	-	-	-	-	-	1	
60011	FREIGHT	0	148	-	-	-	-	-	-	-	-	318	
60013	EXCESS BAGGAGE & TIPS	0	60	-	-	-	-	-	-	-	-	(60)	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	1,260	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	49	
60020	SUPPLIES	0	583	-	-	-	50	-	-	(50)	-	595	
60033	MEALS & ENTERTAINMENT	121	39	-	-	-	-	-	-	-	-	336	
													Budgeting 3 trips for those attending treasurer's workshop (Audit Partner, Investment Advisor, etc.)
60040	AIRFARE	353	2,437	-	-	500	1,000	(500)	-	(500)	(100.0%)	(481)	
60041	GROUND TRANSPORTATION	0	94	-	-	250	-	(250)	-	250	100.0%	(160)	
													Budgeting 3 trips for those attending treasurer's workshop (Audit Partner, Investment Advisor, etc.)
60042	LODGING	0	11,442	-	-	500	2,220	(500)	-	(1,720)	(344.0%)	(5,666)	
60043	PER DIEM	0	3,098	-	-	-	342	-	-	(342)	-	33	
60044	HOSPITALITY	0	9,031	-	-	500	1,500	(500)	-	(1,000)	(200.0%)	(5,083)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	91	
60056	PROTOCOL/GIFTS	0	1,436	-	-	-	500	-	-	(500)	-	(1,351)	
60065	EQUIPMENT/SPACE RENTAL	0	2,201	536	-	-	-	-	-	-	-	(260)	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	208	
60097	OTHER PROFESSIONAL SERVICES	0	5,775	3,993	10,000	4,500	4,500	5,500	55.0%	-	0.0%	4,376	Speaker Fee-\$4,000 & LSC Assist-\$500
60098	DUES & FEES	0	-	-	-	360	-	(360)	-	360	100.0%	(360)	
TOTAL EXPENSES		475	36,344	4,529	10,000	6,610	10,112	3,390	33.9%	(3,502)	(53.0%)	(6,155)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AUDIT COMMITTEE Program:8880
Program Manager: Eric Skufca
Program Description: Committee expenses for conference call meetings.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	22	23	11	100	100	100	-	0.0%	-	0.0%	(113)	
60015	PRINTING AND DUPLICATION	0	-	-	100	-	-	100	100.0%	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	374	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	100	-	-	100	100.0%	-	-	-	
	TOTAL EXPENSES	22	23	11	300	100	100	200	66.7%	-	0.0%	261	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

INVESTMENT COMMITTEE Program:8895

Program Manager: Eric Skufca

Program Description: Committee expenses for 4 quarterly conference calls and meeting at convention.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	135	95	83	100	100	100	-	0.0%	-	0.0%	(28)	
60015	PRINTING AND DUPLICATION	0	-	-	100	-	-	100	100.0%	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	84	110	-	100	100	100	-	0.0%	-	0.0%	45	
60098	DUES & FEES	0	75	-	-	-	-	-	-	-	-	(75)	
	TOTAL EXPENSES	219	280	83	300	200	200	100	33.3%	-	0.0%	(57)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:8990
Program Manager: Tami Bock

Program Description: Administrative and overhead charges for Accounting & Purchasing

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	1,453	-	1,800	1,300	(1,800)	-	500	27.8%	(4,553)	
60002	LONG DISTANCE PHONE SERVICE	564	504	112	600	-	-	600	100.0%	-	-	1,229	
60003	CELLULAR PHONE CHARGES	3,404	3,902	3,379	3,500	2,900	3,000	600	17.1%	(100)	(3.4%)	2,098	
60004	CONFERENCE CALLS	0	-	-	50	-	-	50	100.0%	-	-	118	
60005	INTERNET SERVICE	0	-	30	-	100	-	(100)	-	100	100.0%	(121)	
60006	OTHER COMMUNICATIONS COST	310	324	177	-	300	300	(300)	-	-	0.0%	18	
60010	POSTAGE	2,290	2,373	2,731	3,000	2,500	2,800	500	16.7%	(300)	(12.0%)	(779)	
60011	FREIGHT	475	752	1,235	500	1,300	1,300	(800)	(160.0%)	-	0.0%	(3,029)	
60012	UPS - STAFF EXPENSE	451	0	-	-	-	-	-	-	-	-	731	
60013	EXCESS BAGGAGE & TIPS	200	50	110	-	-	-	-	-	-	-	40	
60015	PRINTING AND DUPLICATION	4,580	6,982	3,308	5,000	2,600	2,600	2,400	48.0%	-	0.0%	(321)	
60017	PERSONAL CAR MILEAGE	0	70	554	-	300	-	(300)	-	300	100.0%	(725)	
60019	FURNITURE & FIXTURES	2,572	1,694	77	1,000	100	100	900	90.0%	-	0.0%	6,282	
60020	SUPPLIES	10,523	7,243	7,916	11,900	7,100	7,100	4,800	40.3%	-	0.0%	(403)	
60025	ADVERTISING	4,225	2,270	1,755	4,000	500	500	3,500	87.5%	-	0.0%	9,765	Combined Federal Campaign-Ended-Moved to Foundation
60030	SOFTWARE	5,004	5,944	11,934	8,000	15,000	15,000	(7,000)	(87.5%)	-	0.0%	(24,966)	
60031	COMPUTER REPAIR/MAINTENANCE	1,705	1,789	1,972	1,500	3,400	3,400	(1,900)	(126.7%)	-	0.0%	(4,111)	
60033	MEALS & ENTERTAINMENT	422	232	549	500	1,000	1,000	(500)	(100.0%)	-	0.0%	211	
60035	CAR RENTAL-GAS	41	-	-	50	-	-	50	100.0%	-	-	41	
60038	OTHER AIRFARE	0	244	-	-	-	-	-	-	-	-	(244)	
60040	AIRFARE	3,224	424	533	-	1,200	5,000	(1,200)	-	(3,800)	(316.7%)	(2,442)	Budgeting 6 trips for CFO and potential finance staff.
60041	GROUND TRANSPORTATION	114	136	305	-	250	250	(250)	-	-	0.0%	(752)	
60042	LODGING	6,736	-	305	-	1,600	5,020	(1,600)	-	(3,420)	(213.8%)	1,043	Budgeting 6 trips for CFO and potential finance staff.
60043	PER DIEM	2,252	188	434	-	500	1,476	(500)	-	(976)	(195.2%)	5	
60044	HOSPITALITY	107	154	21	-	-	-	-	-	-	-	452	
60046	LAUNDRY SERVICES	62	-	-	-	-	-	-	-	-	-	62	
60056	PROTOCOL/GIFTS	146	208	18	100	100	100	-	0.0%	-	0.0%	132	
60060	GEAR/EQUIPMENT/SIGNAGE	148	485	13	200	2,000	-	(1,800)	(900.0%)	2,000	100.0%	(1,513)	
60061	APPAREL	435	-	28	-	-	-	-	-	-	-	407	
60064	BUILDING RENT	35,286	39,264	23,362	23,900	30,800	34,800	(6,900)	(28.9%)	(4,000)	(13.0%)	8,821	Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60065	EQUIPMENT/SPACE RENTAL	561	569	577	1,000	3,100	3,100	(2,100)	(210.0%)	-	0.0%	1,025	
60066	REPAIR/MAINTENANCE	852	220	96	500	-	-	500	100.0%	-	-	1,171	
60070	CAMERA, PHOTO, VIDEO	0	48	-	-	100	100	(100)	-	-	0.0%	458	
60075	AUTOMOBILE EXPENSE	42	39	19	-	100	100	(100)	-	-	0.0%	(58)	
60080	SUBSCRIPTIONS	953	2,637	2,026	1,000	1,300	1,300	(300)	(30.0%)	-	0.0%	218	
60086	TRAVEL AGENCY FEES	0	-	20	-	200	200	(200)	-	-	0.0%	(420)	Short's travel fees allocated to Finance.
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	1,295	
60090	DEPRECIATION & AMORTIZATION	53,122	47,000	26,620	25,900	28,700	31,600	(2,800)	(10.8%)	(2,900)	(10.1%)	19,640	
60092	BANK FEES	24,063	23,889	19,212	24,000	18,000	19,000	6,000	25.0%	(1,000)	(5.6%)	(1,225)	
60093	AUDIT/TAX FEES	29,675	33,500	17,800	-	24,000	56,000	(24,000)	-	(32,000)	(133.3%)	(15,338)	Additional \$12K in 2020 for the 401k plan audit. Moved from Executive budget. Also budgeting potential sales tax vendor in 2020.
60094	LEGAL FEES	0	-	1,056	-	-	-	-	-	-	-	(1,056)	
60095	STATE REGISTRATION FEES	0	864	-	-	-	-	-	-	-	-	(864)	
60097	OTHER PROFESSIONAL SERVICES	20,870	16,821	11,632	15,000	32,400	13,900	(17,400)	(116.0%)	18,500	57.1%	(10,770)	1st Western/Nexus Tek/Concur-Bus Unit Allocated. Unbudgeted recruiting fee in 2019.
60098	DUES & FEES	1,698	3,879	1,981	2,000	4,000	3,100	(2,000)	(100.0%)	900	22.5%	(3,449)	
61024	STAFF DEVELOPMENT	0	-	-	-	2,500	2,500	(2,500)	-	-	0.0%	(5,000)	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	4,033	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	689	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	1,686	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	308	
	TOTAL EXPENSES	217,112	204,697	143,348	133,200	189,750	215,946	(56,550)	(42.5%)	(26,196)	(13.8%)	(20,160)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:8999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	(957)	(2,326)	-	-	-	-	-	-	-	-	(6,534)	
60098	DUES & FEES	0	85	89	-	-	-	-	-	-	-	(174)	
60101	FOUNDATION ALLOCATION	(52,915)	(95,064)	(107,250)	(73,000)	(73,000)	(73,000)	-	0.0%	-	0.0%	113,141	
61000	SALARIES	956,572	910,818	635,601	837,272	866,236	628,221	(28,964)	(3.5%)	238,015	27.5%	426,817	
61006	VISION PREMIUMS	2,172	2,085	1,067	1,266	1,310	-	(44)	(3.4%)	1,310	100.0%	3,727	
61010	MOVING EXPENSES	0	-	-	-	5,400	-	(5,400)	-	5,400	100.0%	13,480	
61014	PAYROLL TAXES	58,108	53,624	38,741	47,624	49,273	41,518	(1,649)	(3.5%)	7,756	15.7%	29,049	
61015	PENSION CONTRIBUTION	83,448	87,358	61,936	60,724	62,827	39,016	(2,103)	(3.5%)	23,811	37.9%	28,587	
61017	HEALTH	134,420	141,995	81,928	102,015	105,548	84,403	(3,533)	(3.5%)	21,145	20.0%	38,684	
61018	DISABILITY INSURANCE	4,773	7,356	3,194	4,310	4,459	-	(149)	(3.5%)	4,459	100.0%	3,168	
61019	DENTAL INSURANCE	9,461	9,233	5,011	5,882	6,085	-	(204)	(3.5%)	6,085	100.0%	14,554	
61020	WORKERS COMPENSATION INSURANCE	2,227	1,815	1,166	1,500	1,552	-	(52)	(3.5%)	1,552	100.0%	6,122	
61022	EYE CARE REIMBURSEMENTS	1,726	879	800	1,300	1,345	-	(45)	(3.5%)	1,345	100.0%	1,957	
61024	STAFF DEVELOPMENT	2,070	3,669	638	6,000	-	-	6,000	100.0%	-	-	11,886	Moved to prog #8990
61026	LIFE INSURANCE-EMPLOYER	1,364	1,292	639	608	734	-	(126)	(20.7%)	734	100.0%	2,633	
	TOTAL EXPENSES	1,202,469	1,122,819	723,561	995,500	1,031,769	720,157	(36,270)	(3.6%)	311,612	30.2%	687,098	

BUSINESS AFFAIRS							(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	\$	%	\$	%	
	Legal and NBR											
243	9692 National Board of Review	234,818	131,617	34,152	54,000	500	20,000	53,500	99.1%	(19,500)	(3900.0%)	1,297,466
244	9695 Legal	256,357	184,469	116,306	150,000	360,000	200,000	(210,000)	(140.0%)	160,000	44.4%	752,781
245	9690 Legal-Admin and Oper Support	11,874	13,829	19,011	8,400	18,500	8,358	(10,100)	(120.2%)	10,142	54.8%	(35,748)
	<i>Program Group Total</i>	503,050	329,916	169,470	212,400	379,000	228,358	(166,600)	(78.4%)	150,642	39.7%	2,014,499
	Safe Sport											
246	9335 Safe Sport - Background Checks	76,059	54,612	31,962	61,200	20,000	1,200	41,200	67.3%	18,800	94.0%	256,809
247	9370 LSC Safe Sport Chairs Workshop	-	-	344	0	0	0	-		-		(344)
248	9375 Safe Sport Online Education	-	-	7,796	77,200	67,700	72,700	9,500	12.3%	(5,000)	(7.4%)	(148,196)
249	9386 Safe Sport Athlete Fellowship	-	-	14,258	21,500	12,500	5,826	9,000	41.9%	6,674	53.4%	(32,584)
250	9385 Safe Sport Programs	243,326	228,824	207,567	235,800	165,704	309,396	70,096	29.7%	(143,692)	(86.7%)	76,636
251	9387 Safe Sport - US Center For Safe Sport	-	42,900	44,650	158,200	156,200	296,000	2,000	1.3%	(139,800)	(89.5%)	(539,750)
252	9388 Safe Sport - Leadship Conference	-	62,373	169	63,600	47,830	2,500	15,770	24.8%	45,330	94.8%	(13,031)
253	9389 Safe Sport - Swim Assist	26,086	23,047	27,722	100,000	150,000	100,000	(50,000)	(50.0%)	50,000	33.3%	(270,944)
254	9810 Safe Sport Committee	20,192	21,093	11,565	32,500	12,500	500	20,000	61.5%	12,000	96.0%	27,929
	<i>Program Group Total</i>	365,663	432,848	346,032	750,000	632,434	788,122	117,566	15.7%	(155,688)	(24.6%)	(643,474)
	Other											
255	9280 Human Resources	43,747	42,626	96,954	97,600	112,535	122,147	(14,935)	(15.3%)	(9,612)	(8.5%)	(217,640)
256	9290 Government Affairs	-	-	-	167,700	8,700	58,916	159,000	94.8%	(50,216)	(577.2%)	(67,616)
257	9295 Information Technology Support	329,216	435,438	490,942	640,200	565,800	564,310	74,400	11.6%	1,490	0.3%	(798,702)
	<i>Program Group Total</i>	372,963	478,064	587,896	905,500	687,035	745,373	218,465	24.1%	(58,338)	(8.5%)	(1,083,958)
	Administration & Operational Support											
258	9990 Admin and Oper Support	-	-	180,683	198,500	244,234	280,530	(45,734)	(23.0%)	(36,296)	(14.9%)	(705,447)
259	9999 Salary and Benefits	-	-	2,164,689	2,181,500	2,421,048	2,547,279	(239,549)	(11.0%)	(126,230)	(5.2%)	(7,133,016)
	<i>Program Group Total</i>	-	-	2,345,372	2,380,000	2,665,282	2,827,809	(285,283)	(12.0%)	(162,526)	(6.1%)	(7,838,463)
	TOTAL BUSINESS AFFAIRS	1,241,675	1,240,827	3,448,770	4,247,900	4,363,751	4,589,662	(115,852)	(2.7%)	(225,910)	(5.2%)	(7,551,397)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL BOARD OF REVIEW Program:9692
Program Manager: Lucinda McRoberts
Program Description: Administration of USA Swimming's internal grievance procedures

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	390	256	57	1,000	-	1,000	1,000	100.0%	(1,000)	-	1,083	
60010	POSTAGE	23	-	-	250	-	250	250	100.0%	(250)	-	(141)	
60011	FREIGHT	627	678	36	2,000	-	2,000	2,000	100.0%	(2,000)	-	3,172	
60015	PRINTING AND DUPLICATION	0	-	-	250	-	250	250	100.0%	(250)	-	(44)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	284	
60017	PERSONAL CAR MILEAGE	226	-	-	500	-	500	500	100.0%	(500)	-	(274)	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	526	
60033	MEALS & ENTERTAINMENT	187	-	-	-	-	-	-	-	-	-	436	
60034	CAR RENTAL	113	-	-	-	-	-	-	-	-	-	113	
60035	CAR RENTAL-GAS	4	-	-	-	-	-	-	-	-	-	4	
60040	AIRFARE	2,016	3,159	-	-	-	-	-	-	-	-	5,492	
60041	GROUND TRANSPORTATION	179	-	-	-	-	-	-	-	-	-	313	
60042	LODGING	2,372	1,598	-	-	-	-	-	-	-	-	3,909	
60043	PER DIEM	99	-	-	-	-	-	-	-	-	-	185	
60047	GOLDEN GOGGLES	7,500	-	-	-	-	-	-	-	-	-	12,500	
60056	PROTOCOL/GIFTS	0	302	-	-	-	-	-	-	-	-	(302)	
60065	EQUIPMENT/SPACE RENTAL	895	452	268	-	-	-	-	-	-	-	1,137	
60094	LEGAL FEES	193,297	104,752	33,716	40,000	-	10,000	40,000	100.0%	(10,000)	-	1,132,388	
60097	OTHER PROFESSIONAL SERVICES	26,640	20,420	75	10,000	500	6,000	9,500	95.0%	(5,500)	(1100.0%)	136,171	
60098	DUES & FEES	250	-	-	-	-	-	-	-	-	-	514	
	TOTAL EXPENSES	234,818	131,617	34,152	54,000	500	20,000	53,500	99.1%	(19,500)	(3900.0%)	1,297,466	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LEGAL Program:9695
Program Manager: Lucinda McRoberts
Program Description: Operational legal fees

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	9	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	0	
60011	FREIGHT	0	-	8	-	-	-	-	-	-	-	13	
60094	LEGAL FEES	256,357	184,469	115,237	150,000	360,000	170,000	(210,000)	(140.0%)	190,000	52.8%	775,436	Due to Congressional Hearings - addtl dollars needed in 2019.
60097	OTHER PROFESSIONAL SERVICES	0	-	1,061	-	-	30,000	-	-	(30,000)	-	(23,427)	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	750	
	TOTAL EXPENSES	256,357	184,469	116,306	150,000	360,000	200,000	(210,000)	(140.0%)	160,000	44.4%	752,781	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LEGAL-ADMIN AND OPER SUPPORT Program:9690
Program Manager: Lucinda McRoberts
Program Description: Administrative and operational support for legal and dispute resolution

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	83	3	-	100	100	100	-	0.0%	-	0.0%	(13)	
60005	INTERNET SERVICE	0	49	297	-	-	-	-	-	-	-	(342)	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	2	
60011	FREIGHT	0	104	45	-	-	-	-	-	-	-	(53)	
60015	PRINTING AND DUPLICATION	23	35	33	-	-	-	-	-	-	-	(22)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	319	
60017	PERSONAL CAR MILEAGE	374	298	77	-	-	-	-	-	-	-	79	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	196	
60020	SUPPLIES	229	29	-	54	54	54	-	0.0%	-	0.0%	959	
60033	MEALS & ENTERTAINMENT	368	880	3,139	500	500	500	-	0.0%	-	0.0%	(4,450)	
60034	CAR RENTAL	418	288	191	-	-	300	-	-	(300)	-	(361)	
60035	CAR RENTAL-GAS	5	10	-	-	-	-	-	-	-	-	(5)	
60040	AIRFARE	4,052	3,658	1,065	3,000	7,000	3,000	(4,000)	(133.3%)	4,000	57.1%	(6,819)	Budgeting 6 trips.
60041	GROUND TRANSPORTATION	394	1,093	2,439	-	-	-	-	-	-	-	(2,617)	
60042	LODGING	3,564	4,785	7,695	2,220	8,320	2,220	(6,100)	(274.8%)	6,100	73.3%	(17,022)	Budgeting 6 trips.
60043	PER DIEM	1,673	1,988	1,765	1,026	1,026	684	-	0.0%	342	33.3%	(2,557)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	404	
60061	APPAREL	311	-	-	-	-	-	-	-	-	-	665	
60080	SUBSCRIPTIONS	0	-	283	-	-	-	-	-	-	-	(283)	
60097	OTHER PROFESSIONAL SERVICES	0	-	192	-	-	-	-	-	-	-	(150)	
60098	DUES & FEES	381	609	1,788	1,500	1,500	1,500	-	0.0%	-	0.0%	(3,678)	
	TOTAL EXPENSES	11,874	13,829	19,011	8,400	18,500	8,358	(10,100)	(120.2%)	10,142	54.8%	(35,748)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - BACKGROUND CHECKS Program:9335
Program Manager: Abigail Howard
Program Description: Administration of criminal background check program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	315	516	434	600	600	600	-	0.0%	-	0.0%	(503)	
60010	POSTAGE	2	0	-	100	100	100	-	0.0%	-	0.0%	(193)	
60011	FREIGHT	38	-	-	-	-	-	-	-	-	-	72	
60020	SUPPLIES	67	-	-	500	500	500	-	0.0%	-	0.0%	429	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	37	
60040	AIRFARE	610	-	-	-	-	-	-	-	-	-	1,254	
60042	LODGING	538	-	-	-	-	-	-	-	-	-	975	
60047	GOLDEN GOGGLES	2,500	-	-	-	-	-	-	-	-	-	7,500	
60056	PROTOCOL/GIFTS	0	75	-	-	-	-	-	-	-	-	(75)	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	199	
60087	CREDIT CARD FEES	(2,117)	-	-	-	-	-	-	-	-	-	(2,117)	
60094	LEGAL FEES	0	-	-	-	-	-	-	-	-	-	109,675	
													Increase for NY state search fee increase and USOPC requirement. Organization not covering NY's heightened fees starting in 2020.
60097	OTHER PROFESSIONAL SERVICES	74,089	53,983	31,528	60,000	18,800	-	41,200	68.7%	18,800	100.0%	139,482	
60098	DUES & FEES	18	38	-	-	-	-	-	-	-	-	74	
	TOTAL EXPENSES	76,059	54,612	31,962	61,200	20,000	1,200	41,200	67.3%	18,800	94.0%	256,809	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC SAFE SPORT CHAIRS WORKSHOP Program:9370
Program Manager: Abigail Howard/Liz Hahn
Program Description: LSC Safe Sport Chairs Workshop expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
60040	EXPENSES:												
	AIRFARE	0	-	344	-	-	-	-	-	-	-	(344)	
	TOTAL EXPENSES	0	-	344	-	-	-	-	-	-	-	(344)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT ONLINE EDUCATION Program:9375
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport allocation of shared learning management system

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	1,743	-	-	-	-	-	-	-	(1,743)	
60007	IT INTERNET	0	-	564	-	-	-	-	-	-	-	(564)	
60011	FREIGHT	0	-	11	-	-	-	-	-	-	-	(11)	
60020	SUPPLIES	0	-	53	-	-	-	-	-	-	-	(53)	
60027	IT PROFESSIONAL SERVICES	0	-	-	7,000	2,000	7,000	5,000	71.4%	(5,000)	(250.0%)	(9,000)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	500	500	500	-	0.0%	-	0.0%	(1,000)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	9,000	4,000	4,500	5,000	55.6%	(500)	(12.5%)	(8,500)	
60085	GRAPHICS/ART WORK	0	-	425	700	700	700	-	0.0%	-	0.0%	(1,825)	
60097	OTHER PROFESSIONAL SERVICES	0	-	5,000	60,000	60,000	60,000	-	0.0%	-	0.0%	(125,000)	New online education system. Webonise asset amortization.
70060	GEAR AND EQUIPMENT	0	-	-	-	500	-	(500)	-	500	100.0%	(500)	
	TOTAL EXPENSES	0	-	7,796	77,200	67,700	72,700	9,500	12.3%	(5,000)	(7.4%)	(148,196)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT ATHLETE FELLOWSHIP Program:9386
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport athlete fellowship program operational expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	93	-	-	-	-	-	-	-	(93)	
60020	SUPPLIES	0	-	11	220	220	-	-	0.0%	220	100.0%	(231)	
60033	MEALS & ENTERTAINMENT	0	-	655	800	800	-	-	0.0%	800	100.0%	(1,455)	
60034	CAR RENTAL	0	-	58	600	600	600	-	0.0%	-	0.0%	(1,258)	
60035	CAR RENTAL-GAS	0	-	11	-	-	-	-	-	-	-	(11)	
60036	OTHER LODGING	0	-	2,700	-	-	-	-	-	-	-	(2,700)	
60040	AIRFARE	0	-	7,730	9,000	4,000	2,000	5,000	55.6%	2,000	50.0%	(13,730)	Budgeting 4 staff trips to visit fellows.
60041	GROUND TRANSPORTATION	0	-	34	-	-	150	-	-	(150)	-	(184)	
60042	LODGING	0	-	455	7,400	3,400	1,480	4,000	54.1%	1,920	56.5%	(5,335)	Budgeting 4 staff trips to visit fellows.
60043	PER DIEM	0	-	251	2,280	2,280	1,596	-	0.0%	684	30.0%	(4,127)	
60056	PROTOCOL/GIFTS	0	-	260	1,200	1,200	-	-	0.0%	1,200	100.0%	(1,460)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	2,000	-	-	-	-	-	-	-	(2,000)	
	TOTAL EXPENSES	0	-	14,258	21,500	12,500	5,826	9,000	41.9%	6,674	53.4%	(32,584)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT PROGRAMS Program:9385
Program Manager: Abigail Howard/Liz Hahn
Program Description: General operating expenses of Safe Sport program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
EXPENSES:													
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	139	
60004	CONFERENCE CALLS	197	189	579	250	250	500	-	0.0%	(250)	(100.0%)	(705)	
60005	INTERNET SERVICE	0	1,666	96	-	2,340	500	(2,340)	-	1,840	78.6%	(4,491)	
60010	POSTAGE	30	10	10,946	-	-	500	-	-	(500)	-	(5,356)	
60011	FREIGHT	922	2,020	1,364	1,200	1,200	2,000	-	0.0%	(800)	(66.7%)	(3,719)	
60013	EXCESS BAGGAGE & TIPS	365	450	-	500	500	100	-	0.0%	400	80.0%	(685)	
60015	PRINTING AND DUPLICATION	3,750	3,874	9,968	4,000	4,000	4,000	-	0.0%	-	0.0%	3,207	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	1,492	
60017	PERSONAL CAR MILEAGE	130	447	670	300	300	500	-	0.0%	(200)	(66.7%)	(1,677)	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	701	
60020	SUPPLIES	2,707	894	2,942	2,000	1,000	2,000	1,000	50.0%	(1,000)	(100.0%)	8,382	
60030	SOFTWARE	2,995	4,855	1,140	-	-	-	-	-	-	-	(2,999)	
60031	COMPUTER REPAIR/MAINTENANCE	0	60,000	-	-	-	-	-	-	-	-	(60,000)	
60033	MEALS & ENTERTAINMENT	922	739	39	750	750	500	-	0.0%	250	33.3%	227	
60034	CAR RENTAL	2,103	956	425	3,750	3,750	750	-	0.0%	3,000	80.0%	(3,778)	
60035	CAR RENTAL-GAS	148	69	26	100	100	100	-	0.0%	-	0.0%	(147)	
60036	OTHER LODGING	0	-	932	-	-	-	-	-	-	-	(932)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	1,041	
60040	AIRFARE	12,163	8,782	6,886	10,000	6,500	6,000	3,500	35.0%	500	7.7%	32,154	Budgeting 12 trips.
60041	GROUND TRANSPORTATION	1,413	700	1,027	1,250	250	500	1,000	80.0%	(250)	(100.0%)	3,101	
60042	LODGING	13,239	5,187	5,368	9,250	5,250	7,030	4,000	43.2%	(1,780)	(33.9%)	11,193	Budgeting 12 trips.
60043	PER DIEM	4,506	1,847	2,685	2,850	2,850	5,130	-	0.0%	(2,280)	(80.0%)	(2,934)	
60044	HOSPITALITY	139	2,073	1,989	250	250	-	-	0.0%	250	100.0%	77	
60045	TICKETS	0	217	-	-	-	-	-	-	-	-	(217)	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	5,000	
60050	HONORARIA	0	250	-	1,000	1,000	500	-	0.0%	500	50.0%	250	
60055	AWARDS	315	-	224	350	350	350	-	0.0%	-	0.0%	(308)	
60056	PROTOCOL/GIFTS	6,086	9,097	15,983	1,000	1,000	4,000	-	0.0%	(3,000)	(300.0%)	(18,456)	
60060	GEAR/EQUIPMENT/SIGNAGE	2,209	855	4,035	1,000	1,000	3,000	-	0.0%	(2,000)	(200.0%)	(3,907)	
60061	APPAREL	2,141	3,501	1,515	1,000	1,000	2,000	-	0.0%	(1,000)	(100.0%)	(823)	
60062	APPAREL - VIK	0	-	283	-	-	-	-	-	-	-	(229)	
60065	EQUIPMENT/SPACE RENTAL	5,945	2,018	1,005	3,000	3,000	3,000	-	0.0%	-	0.0%	(1,672)	
60085	GRAPHICS/ART WORK	0	350	3,040	5,000	4,000	5,000	1,000	20.0%	(1,000)	(25.0%)	(12,390)	
60087	CREDIT CARD FEES	0	979	478	-	-	-	-	-	-	-	(1,042)	
60090	DEPRECIATION & AMORTIZATION	0	34,722	89,896	110,000	98,000	200,000	12,000	10.9%	(102,000)	(104.1%)	(422,618)	Depreciation budget is for both Webonise/ Learn Project as well as the safe sport recognition program (software assets).
60097	OTHER PROFESSIONAL SERVICES	175,660	77,610	40,440	70,000	7,000	55,436	63,000	90.0%	(48,436)	(691.9%)	579,091	Praesidium and AquaZone Support
60098	DUES & FEES	5,241	4,466	3,585	5,000	5,000	4,000	-	0.0%	1,000	20.0%	(5,268)	
60666	MISCELLANEOUS EXPENSES	0	-	-	500	15,064	500	(14,564)	(2912.8%)	14,564	96.7%	(15,564)	Includes below the line delta between the projected \$764,564 and the BOD approved \$750,000 (\$14,564).
61024	STAFF DEVELOPMENT	0	-	-	1,500	-	1,500	1,500	100.0%	(1,500)	-	500	
TOTAL EXPENSES		243,326	228,824	207,567	235,800	165,704	309,396	70,096	29.7%	(143,692)	(86.7%)	76,636	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - US CENTER FOR SAFE SPORT Program:9387
Program Manager: Abigail Howard/Liz Hahn
Program Description: U.S. Center for Safe Sport annual dues and fees.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	0	-	1,750	3,000	1,000	3,000	2,000	66.7%	(2,000)	(200.0%)	(5,750)	2020 dues projected to increase 40% from 2019.
60098	DUES & FEES	0	42,900	42,900	155,200	155,200	293,000	-	0.0%	(137,800)	(88.8%)	(534,000)	
	TOTAL EXPENSES	0	42,900	44,650	158,200	156,200	296,000	2,000	1.3%	(139,800)	(89.5%)	(539,750)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - LEADSHIP CONFERENCE Program:9388
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport Leadership Conference operational expenses. Occurs every other year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	150	
60011	FREIGHT	0	-	9	-	57	-	(57)	-	57	100.0%	56	
60015	PRINTING AND DUPLICATION	0	65	-	500	121	-	379	75.8%	121	100.0%	20	
60017	PERSONAL CAR MILEAGE	0	144	-	200	-	-	200	100.0%	-	-	16	
60020	SUPPLIES	0	-	-	510	69	-	441	86.5%	69	100.0%	623	
60033	MEALS & ENTERTAINMENT	0	-	-	200	138	-	62	31.0%	138	100.0%	239	
60034	CAR RENTAL	0	-	-	300	-	-	300	100.0%	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	2,159	
60040	AIRFARE	0	245	-	3,000	4,010	-	(1,010)	(33.7%)	4,010	100.0%	(1,178)	
60041	GROUND TRANSPORTATION	0	-	-	250	635	-	(385)	(154.0%)	635	100.0%	(11)	
60042	LODGING	0	16,472	-	4,070	1,840	-	2,230	54.8%	1,840	100.0%	1,246	
60043	PER DIEM	0	39	-	570	-	-	570	100.0%	-	-	911	
60044	HOSPITALITY	0	28,231	-	30,000	24,090	-	5,910	19.7%	24,090	100.0%	(2,202)	
60050	HONORARIA	0	11,700	-	16,000	10,300	-	5,700	35.6%	10,300	100.0%	(14,271)	
60056	PROTOCOL/GIFTS	0	1,950	-	2,500	1,876	-	624	25.0%	1,876	100.0%	2,190	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	818	-	(818)	-	818	100.0%	(818)	
60065	EQUIPMENT/SPACE RENTAL	0	2,260	-	4,000	3,164	-	836	20.9%	3,164	100.0%	(1,683)	
60085	GRAPHICS/ART WORK	0	-	160	-	-	-	-	-	-	-	(160)	
60087	CREDIT CARD FEES	0	12	-	-	-	-	-	-	-	-	97	
60097	OTHER PROFESSIONAL SERVICES	0	1,170	-	1,500	-	-	1,500	100.0%	-	-	2,230	
60098	DUES & FEES	0	84	-	-	712	-	(712)	-	712	100.0%	(146)	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	-	2,500	-	-	(2,500)	-	(2,500)	
	TOTAL EXPENSES	0	62,373	169	63,600	47,830	2,500	15,770	24.8%	45,330	94.8%	(13,031)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - SWIM ASSIST Program:9389
Program Manager: Liz Hahn / George Ward
Program Description: Survivors' assistance fund

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	4	-	-	-	-	-	-	-	-	(4)	
60011	FREIGHT	0	16	66	-	-	-	-	-	-	-	(81)	
60097	OTHER PROFESSIONAL SERVICES	26,086	23,027	27,333	100,000	100,000	100,000	-	0.0%	-	0.0%	(220,535)	
60098	DUES & FEES	0	-	323	-	50,000	-	(50,000)	-	50,000	100.0%	(50,323)	
	TOTAL EXPENSES	26,086	23,047	27,722	100,000	150,000	100,000	(50,000)	(50.0%)	50,000	33.3%	(270,944)	Was budgeted originally as Board Approved reserve spending for anything over the original budget. Moved excess to operating budget for 2019 and 2020.

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT COMMITTEE Program:9810
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport Committee operational expenses. Budgeting "virtual" meeting(s) in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	90	257	83	200	200	250	-	0.0%	(50)	(25.0%)	(412)	
60005	INTERNET SERVICE	0	-	-	200	200	-	-	0.0%	200	100.0%	(50)	
60010	POSTAGE	0	-	3	-	-	-	-	-	-	-	(3)	
60011	FREIGHT	88	41	36	98	98	-	-	0.0%	98	100.0%	244	
60013	EXCESS BAGGAGE & TIPS	0	150	-	-	-	-	-	-	-	-	(150)	
60015	PRINTING AND DUPLICATION	9	3	-	-	-	-	-	-	-	-	1,280	
60017	PERSONAL CAR MILEAGE	0	113	-	200	200	-	-	0.0%	200	100.0%	(227)	
60020	SUPPLIES	0	549	-	240	240	-	-	0.0%	240	100.0%	28	
60033	MEALS & ENTERTAINMENT	0	(250)	133	-	-	-	-	-	-	-	117	
60034	CAR RENTAL	0	-	-	300	300	-	-	0.0%	300	100.0%	(183)	
60036	OTHER LODGING	0	-	2,363	-	-	-	-	-	-	-	(2,363)	
60038	OTHER AIRFARE	0	-	312	-	-	-	-	-	-	-	(312)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	3,049	
60040	AIRFARE	7,398	5,769	5,660	9,000	1,500	-	7,500	83.3%	1,500	100.0%	4,647	
60041	GROUND TRANSPORTATION	0	109	87	-	-	-	-	-	-	-	15	
60042	LODGING	2,200	3,004	257	9,435	1,935	-	7,500	79.5%	1,935	100.0%	12,565	
60043	PER DIEM	940	1,002	-	2,907	407	-	2,500	86.0%	407	100.0%	3,251	
60044	HOSPITALITY	4,859	5,335	1,390	5,000	2,500	-	2,500	50.0%	2,500	100.0%	5,531	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	3,750	
60056	PROTOCOL/GIFTS	792	-	-	1,000	1,000	250	-	0.0%	750	75.0%	(139)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	306	
60065	EQUIPMENT/SPACE RENTAL	3,480	1,411	742	3,000	3,000	-	-	0.0%	3,000	100.0%	1,672	
60097	OTHER PROFESSIONAL SERVICES	334	3,385	-	500	500	-	-	0.0%	500	100.0%	(3,551)	
60098	DUES & FEES	0	215	500	420	420	-	-	0.0%	420	100.0%	(1,135)	
	TOTAL EXPENSES	20,192	21,093	11,565	32,500	12,500	500	20,000	61.5%	12,000	96.0%	27,929	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
HUMAN RESOURCES Program:9280
Program Manager: Robyn Beresh
Program Description: Human Resources and Employee Engagement operating expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	11	-	-	-	-	-	-	-	-	(11)	
60010	POSTAGE	7	-	-	-	-	-	-	-	-	-	7	
60011	FREIGHT	64	72	29	50	50	50	-	0.0%	-	0.0%	(101)	
60015	PRINTING AND DUPLICATION	934	999	-	995	995	960	-	0.0%	35	3.5%	(1,158)	
60019	FURNITURE & FIXTURES	85	-	-	-	-	-	-	-	-	-	85	
60020	SUPPLIES	0	70	278	300	300	300	-	0.0%	-	0.0%	(832)	
60032	CATERING	0	-	-	5,400	-	-	5,400	100.0%	-	-	-	
60033	MEALS & ENTERTAINMENT	0	21	-	14,440	-	-	14,440	100.0%	-	-	233	
60034	CAR RENTAL	0	-	75	-	1,000	600	(1,000)	-	400	40.0%	(1,675)	
60036	OTHER LODGING	0	-	535	-	-	-	-	-	-	-	(535)	
60040	AIRFARE	0	-	1,158	-	3,300	1,000	(3,300)	-	2,300	69.7%	(5,458)	Budgeting 2 trips for HR Dir.
60041	GROUND TRANSPORTATION	0	-	113	-	-	500	-	-	(500)	-	(613)	
60042	LODGING	0	-	393	-	2,500	1,295	(2,500)	-	1,205	48.2%	(4,188)	Budgeting 2 trips for HR Dir.
60043	PER DIEM	0	-	-	-	-	342	-	-	(342)	-	(342)	
60044	HOSPITALITY	0	-	3,275	-	-	-	-	-	-	-	(3,086)	
60055	AWARDS	60	120	60	150	-	-	150	100.0%	-	-	39	
60056	PROTOCOL/GIFTS	60	-	-	5,300	-	-	5,300	100.0%	-	-	235	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	500	500	500	-	0.0%	-	0.0%	(576)	
60061	APPAREL	0	-	964	-	-	-	-	-	-	-	(964)	
60067	EVENT - VENUE	0	-	-	1,000	-	-	1,000	100.0%	-	-	-	
60080	SUBSCRIPTIONS	545	585	631	600	600	600	-	0.0%	-	0.0%	(1,871)	
60087	CREDIT CARD FEES	837	-	-	-	-	-	-	-	-	-	837	
													ADP Payroll, RMR, 401K provider, Emp Council, Team Work Online, COBRA, Org Chart Software.
60097	OTHER PROFESSIONAL SERVICES	0	-	12,250	-	71,500	61,000	(71,500)	-	10,500	14.7%	(144,750)	
60098	DUES & FEES	39,155	40,748	75,215	64,365	1,000	-	63,365	98.4%	1,000	100.0%	29,478	Moved to Professional Services
61024	STAFF DEVELOPMENT	2,000	-	1,979	4,500	4,500	5,000	-	0.0%	(500)	(11.1%)	(6,106)	
													Employee engagement expenses, surveys, etc.
61030	EMPLOYEE ENGAGEMENT	0	-	-	-	26,290	50,000	(26,290)	-	(23,710)	(90.2%)	(76,290)	
	TOTAL EXPENSES	43,747	42,626	96,954	97,600	112,535	122,147	(14,935)	(15.3%)	(9,612)	(8.5%)	(217,640)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
GOVERNMENT AFFAIRS Program:9290
Program Manager: Lucinda McRoberts
Program Description: Coordination of legislative efforts at federal, state and local levels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	44	44	44	-	0.0%	-	0.0%	(88)	Budgeting 8 trips. Budgeting 8 trips.
60033	MEALS & ENTERTAINMENT	0	-	-	1,000	-	1,000	1,000	100.0%	(1,000)	-	(1,000)	
60040	AIRFARE	0	-	-	8,000	4,000	4,000	4,000	50.0%	-	0.0%	(8,000)	
60042	LODGING	0	-	-	5,920	1,920	2,960	4,000	67.6%	(1,040)	(54.2%)	(4,880)	
60043	PER DIEM	0	-	-	2,736	2,736	912	-	0.0%	1,824	66.7%	(3,648)	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	150,000	-	50,000	150,000	100.0%	(50,000)	-	(50,000)	
	TOTAL EXPENSES	0	-	-	167,700	8,700	58,916	159,000	94.8%	(50,216)	(577.2%)	(67,616)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INFORMATION TECHNOLOGY SUPPORT Program:9295
Program Manager: John Burbidge
Program Description: Information technology operations, services, and support expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
EXPENSES:													
60003	CELLULAR PHONE CHARGES	288	85	-	-	-	-	-	-	-	-	2,241	Includes (1) internet to HQ (2) data center colocation services at Flexential for SWIMS and website (3) Akamai content delivery network (4) managed network cybersecurity services
60004	CONFERENCE CALLS	42	434	290	-	-	-	-	-	-	-	(224)	
60005	INTERNET SERVICE	86,369	(6,928)	-	185,000	151,500	236,000	33,500	18.1%	(84,500)	(55.8%)	(100,652)	
60007	IT INTERNET	0	120,257	93,534	-	-	-	-	-	-	-	(213,790)	
60010	POSTAGE	0	-	32	-	-	-	-	-	-	-	(30)	Includes (1) end-user license maintenance and upgrades (2) server license maintenance and upgrades (3) new end-user, server, and development licenses Includes (1) support for SWIMS, website, and custom applications (2) offsite storage at Iron Mountain (3) network device maintenance and support contracts (4) miscellaneous parts and repairs
60011	FREIGHT	366	75	436	-	-	-	-	-	-	-	97	
60013	EXCESS BAGGAGE & TIPS	75	-	25	-	-	-	-	-	-	-	50	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	13	
60016	CAR RENTAL/GAS	193	-	-	-	-	-	-	-	-	-	623	
60017	PERSONAL CAR MILEAGE	814	1,023	280	1,000	1,000	1,000	-	0.0%	-	0.0%	208	
60019	FURNITURE & FIXTURES	264	350	-	-	-	-	-	-	-	-	2,324	
60020	SUPPLIES	420	133	255	224	200	200	24	10.7%	-	0.0%	1,047	
60027	IT PROFESSIONAL SERVICES	0	30,559	-	-	-	-	-	-	-	-	(30,559)	
60030	SOFTWARE	87,379	96,918	146,983	222,000	178,500	182,200	43,500	19.6%	(3,700)	(2.1%)	(319,528)	
60031	COMPUTER REPAIR/MAINTENANCE	88,693	177,804	175,844	174,000	182,600	82,900	(8,600)	(4.9%)	99,700	54.6%	(156,102)	Budgeting 4 trips.
60033	MEALS & ENTERTAINMENT	227	99	366	-	-	-	-	-	-	-	644	
60034	CAR RENTAL	0	-	225	675	-	750	675	100.0%	(750)	-	(975)	
60035	CAR RENTAL-GAS	110	-	-	-	-	-	-	-	-	-	110	
60036	OTHER LODGING	0	-	446	-	-	-	-	-	-	-	(446)	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	445	
60040	AIRFARE	2,917	465	860	1,500	-	2,000	1,500	100.0%	(2,000)	-	3,668	
60041	GROUND TRANSPORTATION	529	169	279	-	-	-	-	-	-	-	558	
60042	LODGING	4,027	481	429	2,775	-	5,550	2,775	100.0%	(5,550)	-	(994)	
60043	PER DIEM	1,499	132	225	1,026	-	1,710	1,026	100.0%	(1,710)	-	(116)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	201	Budgeting 4 trips.
60056	PROTOCOL/GIFTS	5	-	-	-	-	-	-	-	-	-	103	
60060	GEAR/EQUIPMENT/SIGNAGE	10,464	5,873	14,662	2,000	2,000	2,000	-	0.0%	-	0.0%	1,870	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	76	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	210	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	2,592	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	-	-	-	-	3,642	
60097	OTHER PROFESSIONAL SERVICES	44,368	7,330	40,607	50,000	50,000	50,000	-	0.0%	-	0.0%	16,480	
60098	DUES & FEES	168	180	15,165	-	-	-	-	-	-	-	(14,508)	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	2,023	
TOTAL EXPENSES		329,216	435,438	490,942	640,200	565,800	564,310	74,400	11.6%	1,490	0.3%	(798,702)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMIN AND OPER SUPPORT Program:9990
Program Manager: Lucinda McRoberts
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget		(Increase)/Decrease 2020 Budget vs 2019 Forecast		(Increase) Decrease over 2016 Quad	Comments
								\$	%	\$	%		
SECTION 2:													
EXPENSES:													
60001	PHONE SERVICE	0	-	3,113	1,200	4,500	3,600	(3,300)	(275.0%)	900	20.0%	(11,213)	
60002	LONG DISTANCE PHONE SERVICE	0	-	564	-	200	-	(200)	-	200	100.0%	(764)	
60003	CELLULAR PHONE CHARGES	0	-	12,488	12,000	14,700	14,700	(2,700)	(22.5%)	-	0.0%	(41,888)	
60004	CONFERENCE CALLS	0	-	47	240	50	50	190	79.2%	-	0.0%	(147)	
60005	INTERNET SERVICE	0	-	166	-	400	200	(400)	-	200	50.0%	(766)	
60006	OTHER COMMUNICATIONS COST	0	-	380	11	450	700	(439)	(3990.9%)	(250)	(55.6%)	(1,530)	
60010	POSTAGE	0	-	137	240	300	300	(60)	(25.0%)	-	0.0%	(737)	
60011	FREIGHT	0	-	2,812	2,500	3,100	3,300	(600)	(24.0%)	(200)	(6.5%)	(9,212)	
60013	EXCESS BAGGAGE & TIPS	0	-	25	-	-	-	-	-	-	-	(25)	
60015	PRINTING AND DUPLICATION	0	-	5,339	6,000	5,700	6,300	300	5.0%	(600)	(10.5%)	(17,339)	
60019	FURNITURE & FIXTURES	0	-	245	-	-	-	-	-	-	-	(245)	
60020	SUPPLIES	0	-	5,262	6,000	6,800	7,400	(800)	(13.3%)	(600)	(8.8%)	(19,462)	
60033	MEALS & ENTERTAINMENT	0	-	3,559	1,200	2,000	2,000	(800)	(66.7%)	-	0.0%	(7,559)	
60034	CAR RENTAL	0	-	354	1,350	1,350	1,500	-	0.0%	(150)	(11.1%)	(3,204)	
60036	OTHER LODGING	0	-	476	-	-	-	-	-	-	-	(476)	
60038	OTHER AIRFARE	0	-	185	-	-	-	-	-	-	-	(185)	
60040	AIRFARE	0	-	14,347	12,000	12,000	10,000	-	0.0%	2,000	16.7%	(36,347)	Budgeting 20 trips.
60041	GROUND TRANSPORTATION	0	-	1,179	-	-	-	-	-	-	-	(1,179)	
60042	LODGING	0	-	4,645	8,880	8,880	7,400	-	0.0%	1,480	16.7%	(20,925)	Budgeting 20 trips.
60043	PER DIEM	0	-	592	4,104	4,104	2,280	-	0.0%	1,824	44.4%	(6,976)	
60056	PROTOCOL/GIFTS	0	-	89	300	100	100	200	66.7%	-	0.0%	(289)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	331	-	-	-	-	-	-	-	(331)	
60061	APPAREL	0	-	10	-	-	-	-	-	-	-	(10)	
													Charge Due to Headcount Allocation & Assumes increased depreciation from 2019 building remodel.
60064	BUILDING RENT	0	-	50,061	61,275	79,300	99,400	(18,025)	(29.4%)	(20,100)	(25.3%)	(228,761)	
60065	EQUIPMENT/SPACE RENTAL	0	-	1,911	600	1,200	1,300	(600)	(100.0%)	(100)	(8.3%)	(4,411)	
60066	REPAIR/MAINTENANCE	0	-	206	1,000	-	-	1,000	100.0%	-	-	(206)	
60075	AUTOMOBILE EXPENSE	0	-	40	-	100	100	(100)	-	-	0.0%	(240)	
60080	SUBSCRIPTIONS	0	-	1,470	2,000	2,400	2,600	(400)	(20.0%)	(200)	(8.3%)	(6,470)	
60086	TRAVEL AGENCY FEES	0	-	2,737	-	3,800	3,800	(3,800)	-	-	0.0%	(10,337)	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	0	-	57,299	66,600	66,900	90,200	(300)	(0.5%)	(23,300)	(34.8%)	(214,399)	
60097	OTHER PROFESSIONAL SERVICES	0	-	7,564	5,000	12,800	14,300	(7,800)	(156.0%)	(1,500)	(11.7%)	(34,664)	
60098	DUES & FEES	0	-	3,051	6,000	3,800	4,000	2,200	36.7%	(200)	(5.3%)	(10,851)	
61013	TEMPORARY HELP	0	-	-	-	4,300	-	(4,300)	-	4,300	100.0%	(4,300)	
61024	STAFF DEVELOPMENT	0	-	-	-	5,000	5,000	(5,000)	-	-	0.0%	(10,000)	Moved from program #9999.
TOTAL EXPENSES		0	-	180,683	198,500	244,234	280,530	(45,734)	(23.0%)	(36,296)	(14.9%)	(705,447)	

SECTION 1:


USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:9999
Program Manager: Tim Hinchey, CEO
Program Description: Salary & Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	(Increase)/Decrease 2019 Forecast vs 2019 Budget \$ %		(Increase)/Decrease 2020 Budget vs 2019 Forecast \$ %		(Increase) Decrease over 2016 Quad	Comments
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	0	-	718	-	-	-	-	-	-	-	(718)	
60101	FOUNDATION ALLOCATION	0	-	(27,297)	-	-	-	-	-	-	-	27,297	
61000	SALARIES	0	-	1,717,845	1,684,525	1,829,405	2,001,431	(144,880)	(8.6%)	(172,026)	(9.4%)	(5,548,682)	
61006	VISION PREMIUMS	0	-	2,741	2,930	3,533	-	(603)	(20.6%)	3,533	100.0%	(6,274)	
61010	MOVING EXPENSES	0	-	4,916	-	9,227	-	(9,227)	-	9,227	100.0%	(14,143)	
61014	PAYROLL TAXES	0	-	107,282	108,132	117,434	132,203	(9,302)	(8.6%)	(14,769)	(12.6%)	(356,919)	
61015	PENSION CONTRIBUTION	0	-	137,105	136,298	148,023	153,136	(11,725)	(8.6%)	(5,114)	(3.5%)	(438,264)	
61017	HEALTH	0	-	194,307	216,029	279,929	260,508	(63,900)	(29.6%)	19,421	6.9%	(734,743)	
61018	DISABILITY INSURANCE	0	-	7,019	8,583	10,000	-	(1,417)	(16.5%)	10,000	100.0%	(17,020)	
61019	DENTAL INSURANCE	0	-	12,424	14,181	16,973	-	(2,792)	(19.7%)	16,973	100.0%	(29,397)	
61020	WORKERS COMPENSATION INSURANCE	0	-	2,498	2,700	2,932	-	(232)	(8.6%)	2,932	100.0%	(5,430)	
61022	EYE CARE REIMBURSEMENTS	0	-	980	1,600	1,738	-	(138)	(8.6%)	1,738	100.0%	(2,718)	
61024	STAFF DEVELOPMENT	0	-	2,803	5,000	-	-	5,000	100.0%	-	-	(2,803)	Moved to program #9990.
61026	LIFE INSURANCE-EMPLOYER	0	-	1,348	1,521	1,854	-	(333)	(21.9%)	1,854	100.0%	(3,202)	
	TOTAL EXPENSES	0	-	2,164,689	2,181,500	2,421,048	2,547,279	(239,549)	(11.0%)	(126,230)	(5.2%)	(7,133,016)	

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.7: Compensation and Benefits**
DA: November 13, 2019

I hereby present the monitoring report on Management Parameters Policy 3.7 “Compensation and Benefits.” (Per Board Chair Bob Vincent’s request, we are shifting this monitoring report to November.) I certify that the information contained in this report is true for the year as of October 31, 2019.

Signed , CEO

Broadest Policy Provision:

With respect to employment, compensation and benefits for employees, consultants, contractors or volunteers, the CEO will not cause or allow jeopardy to USA-S’ fiscal integrity or public image.

CEO’s Interpretation: (No change since last report)

When determining and adjusting the compensation and benefits afforded to employees, consultants and contract workers, and recognition/perquisites afforded to volunteers, the CEO must be cognizant of and balance our reputation as a competitive employer that attracts top talent and as a prudently run non-profit corporation.

As to the benefits afforded to volunteers, the critical issue is that they be appropriately recognized and treated fairly. These are addressed in our monitoring report on *Treatment of Employees and Volunteers*” Policy 3.3. Other than that, the subsequent provisions comprehensively address this broadest policy statement. They are interpreted and reported below.

POLICY PROVISION #1: *The CEO will not:* Establish salaries and benefits that deviate materially from the geographic and/or professional market value for the skills employed.

CEO’s Interpretation:

To be a “best in class” NGB, our human resources need to perform and be recognized as one of our most vital assets. This requires that we offer competitive compensation and benefits packages and provide opportunities for growth and recognition. “Competitive” in our case would be packages at least similar to those for peer positions at comparable organizations (i.e. non-profits with annual operating budgets between \$25-50 million) and with consideration of geography. The lower cost of living in Colorado Springs is favorable in many ways, offset in part by the fact that for senior management positions, we aim to attract and retain highly qualified professionals from a national talent pool.

Salary bands have been established based on the level of positions in the organization, with assessments of market data (as applicable), such as those periodically published by Employers Council. We generally target the median salary for comparable positions, with variation depending on years of experience, specific job descriptions, etc.

REPORT:

As reported last January, I recognized soon after becoming CEO that our compensation levels paid to staff exceeds peer group averages and are generally above median.

We have many staff members with long tenures at USA Swimming, approximately 20% of whom have been at salaries considerably above the median for their respective positions. Other than rewarding exceptional performance and/or elevations in responsibilities, future adjustments to these base salaries will be predicated primarily on cost-of-living adjustments

Seeing these challenges, we created the “Director, Human Resources & Employee Engagement” position in 2018, and Robyn Beresh has been in that role since mid-May.

The new bonus structure, introduced this past year, provides incentive on an individual basis for high performance, and we continue to enhance our annual review process to ensure that employees are fairly and thoroughly evaluated and compensated.

With new hires installed at levels consistent with the market for the skills employed, and as the Board previously acknowledged that a substantial number of longer-tenured staff that are at substantially above-market salaries, **I report compliance.**

POLICY PROVISION #2: The CEO will not: Change his or her own compensation.

CEO’s Interpretation:

I interpret this to mean that I may not change my compensation, defined as salary and/or money received as bonus compensation. Governance Process Policy 2.3 “Agenda Planning” states that CEO remuneration will be decided by the Board of Directors in November, to be effective on January 1st, and that any bonus compensation will be determined in the first meeting of the subsequent calendar year and paid not later than February 28th.

REPORT:

My salary from time of initial employment (July 2017) through December 31, 2018 was as established at my time of hire. At its November 18, 2018 meeting, the Board awarded me a salary increase, effective January 1, 2019. While ahead of the published schedule, the Board also made its determination with regard to the bonus provision of my employment contract, which was paid on December 21, 2018. There have been no other changes to my compensation. **I report compliance.**

POLICY PROVISION #3: The CEO will not: Change his or her own benefits, except as consistent with the package for all other employees.

CEO’s Interpretation:

I interpret this to mean that I cannot change my benefits package, except for changes that are consistent with the benefit program provided to all full-time employees. These benefits currently include paid time off, health insurance, dental insurance, vision insurance, life insurance, a 401k plan and short- and long-term disability plans. My authority to make changes to the full-time employees’ benefits is restricted to changes being compliant with policy provision #4 below, addressing the importance of our benefit offerings being competitive with, but not deviating materially from, the geographic market.

REPORT:

I receive the same employee benefits package as all other full-time employees. The only material change made to this package in the past year was the transition of employee dental benefits from Principal Dental back to Delta Dental. As per my employment contract, I do receive other benefits as CEO, but have made no changes to those since I began employment here at USA Swimming. **Therefore, I report compliance.**

POLICY PROVISION #4: The CEO will not: Promise or imply anything other than "at-will" employment.

CEO’s Interpretation: I interpret this policy to mean I do not have authority to offer, promise imply, or approve, either verbally or in any written correspondence, permanent or guaranteed employment, either at the time of recruitment or during the term of employment. I interpret “at-will employment” to mean that either party is free to terminate the employment relationship at any time with or without cause.

Though not currently foreseen, if a key hiring opportunity were to present itself and an employment contract was vital to attract a senior staff member, any such decision would require approval by the Board of Directors.

REPORT:

As previously reported, Mike Unger is the only other USA Swimming staff member that has an employment contract, which runs through December 31, 2020.

All new hires are provided with an offer letter containing explicit language regarding their “at-will” status, with language including: *“The information in this letter is not intended to constitute a contract of employment, either express or implied. Your employment with USA Swimming is at-will and either you or the company may terminate the relationship at any time.”*

Additionally, all employees are provided with a copy of our Employee Handbook that contains explicit affirmation of employees working solely “at-will,” with language including: *“At USA Swimming, neither the employee nor the company is committed to an employment relationship for a fixed period of time. Either the employee or management has the right to terminate the employment relationship at any time, for any reason.”*

All employees sign a document acknowledging receipt of this handbook. The acknowledgement form also states explicitly that we are an at-will employer. All employees with hiring authority have been explicitly trained in the importance of adhering to this policy. **I therefore report compliance.**

POLICY PROVISION #5: The CEO will not: Create obligations to consultants or contract vendors that are not consistent with annual/quadrennial budget plans.

CEO’s Interpretation:

I interpret this to mean that I’m not permitted to enter into contracts, agreements or any other form of binding obligation that would extend beyond a quadrennial period without Board approval.

REPORT:

All contracts, agreements and binding obligations are entered into for intervals within this limitation. Further, we ensure there are “out-clauses” that relieve us of obligations if a vendor/venue does not meet contracted performance requirements.

I report compliance.

POLICY PROVISION #6: The CEO will not: Establish or change retirement benefits that would cause situations unpredictable for the organization or inequitable for employees.

CEO’s Interpretation:

I interpret this policy to mean that while, per provision #1 above, I have authority to establish and/or modify benefit programs to ensure consistency and competitiveness with the marketplace, as long as consistent with all Board policies. As to retirement benefits, I may not enter into or revise any such programs if the consequence to the organization would be either unknown in advance or not equitable among affected employees. Our retirement benefits program is a “defined contribution” plan, which mitigates that risk.

REPORT: Our current 401(k) program benefits, in place since January 1, 2002, are as follows:

- All full-time employees receive an employer contribution of 3% of base salary after one year of employment (effective January 1 or July 1 of each year, depending on start date).
- After two years, USA Swimming makes a 10% contribution, up to a maximum of \$27,500.

These benefits are offered equally to all full-time employees. **I report compliance.**

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.9: Board Awareness and Support**
DA: November 13, 2019

I hereby present the monitoring report on Management Parameters policy 3.9 “Board Awareness and Support” per the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended October 31, 2019.

Signed , CEO

BROADEST POLICY PROVISION: *The CEO will not cause or allow the Board to be uninformed or unsupported in its work.*

CEO’s Interpretation: (No change since last report)

One of my primary obligations as CEO is to ensure that the Board has the information, resources and support necessary for the fulfillment of its role, as defined by statute, the Bylaws, and the Board’s governing policies. I submit that the subsequent provisions comprehensively define this policy. My interpretations and reporting data for each are presented below.

POLICY PROVISION #1: *The CEO will not withhold, impede or confound information necessary for the Board’s informed accomplishment of its job.*

CEO’s Interpretation: (No change since last report)

With the active support of the General Counsel, the CEO is to ensure that the Board is aware of all required functions and actions required of it by statute, Bylaws, and the USOC, and that it receives information that is clear and sufficient to make informed decisions and take appropriate actions. Compliance of this standard will be demonstrated by fulfillment of the five sub-provisions of this policy, addressed below:

POLICY PROVISION #1A:

The CEO will not neglect to submit monitoring reports (including the CEO’s policy interpretations, as well as compliance data) required by the Board (see Monitoring Performance policy in Board-Management Delegation) in a timely, accurate and understandable fashion.

CEO’s Interpretation: *(Italicized portion changed since last report)*

I am to submit monitoring reports in the month designated in Policy 4.4. Each report is to convey interpretation of each policy provision, *noting whether it is changed or unchanged since the previous report*, and factual data sufficient for the Board to make an informed judgment as to whether compliance (Parameters) or achievement (Ends) is sufficiently substantiated

Fulfillment of this policy would be evidenced by the *reports having been submitted in time for posting on BoardPaq at least ten (10) days prior to the scheduled Board meeting (per policy 2.3.3), and Board action on submitted reports noting that each met the criteria of including interpretations the Board deems reasonable, as well as reporting data the Board accepts as having demonstrated compliance/achievement.*

REPORT:

As to being factually complete and understandable, no reports submitted to the Board in the last year were rejected for not meeting the “accurate and understandable” policy criteria, which I submit as evidence of having met that requirement to the Board’s satisfaction. Further, the external financial audit in this reporting year, presented at the May 12 meeting, substantiated the veracity of our financial reporting.

I acknowledge that we have not met the 10-day advance expectation with regularity, and there have been instances of financial report updates being posted even closer to Board meetings.

POLICY CONSIDERATION: Having conferred with Board Chair Bob Vincent, I request the Board consider changing policy 2.3.3 to require materials be posted seven (7) days prior to Board meetings, rather than the current ten (10) days.

While 100% of reports were provided to the Board in advance of the respective meetings, I acknowledge our shortcoming in getting them to the Board in a timely manner as currently defined. I therefore report **PARTIAL COMPLIANCE**.

POLICY PROVISION #1B: The CEO will not let the Board be unaware of any actual or anticipated noncompliance with any Ends or Management Parameters policy, regardless of the monitoring schedule set forth by the Board.

CEO’s Interpretation: (No change since last report)

I am to notify the Board, on a timely basis, whenever there is an incurred or anticipated violation of a Board Ends or Management Parameters Policy. Timeliness will vary depending on the perceived materiality of the non-compliance issue. Where in my estimation the importance is serious or potentially damaging to USA Swimming, or likely to be deemed that way by multiple members of the Board, actual or anticipated non-compliance issues should be reported as soon as they are known. For issues of lesser importance, and when the period of non-compliance is expected to be brief or related to an ongoing circumstance previously brought to the Board’s attention, non-compliance should be at least reported in the regularly (or otherwise) scheduled monitoring report.

REPORT:

Our monitoring reports have provided the Board with substantiation of compliance of Board policies and explanations of circumstances and/or steps taken to rectify exceptions. In addition, we have, at each Board meeting in 2019, apprised the Board of unanticipated budgetary challenges as we near year four of the current quad. As a result of these reports, the Board has been kept apprised of policy compliance issues and has been made aware when difficulties are encountered.

I report **COMPLIANCE**.

POLICY PROVISION #1C: The CEO will not let the Board be without objective background/decision information it periodically requests or unaware of relevant trends or incidental information (e.g., anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes). Notification of planned internal changes is to be provided in advance, when feasible.

CEO’s Interpretation: (*Italicized portion changed since last report*)

In addition to formal reporting on Board policies, I am to fulfill requests for data and other information the Board may make from time to time, and to keep the Board apprised of material developments, such as with *the U.S. Center for SafeSport developments*, USOC/NGBs, key international bodies, etc. Timelines for such notifications will be based on context - awareness of issues such as negative media coverage or litigation is based on when the material will become public and/or otherwise impact the organization.

When the Board is preparing to make policy decisions, I am to submit background information, as requested by the Board, on the pros and cons of the options being considered and/or those otherwise available and in my estimation (often based on Strategy Team input) viable for Board consideration.

I interpret *material internal changes* to be issues such as significant revisions to member-facing programs, to revenues or expenditures (that are compliant with our financial policies) or personnel changes at or above the *Senior Director* level.

In summary, I view this to be a “no surprises” policy, reflecting that when there are surprises about our functions/operations, the Board should maintain confidence that it learns about them from me and/or members of the Strategy Team (not from members, social media, etc.).

REPORT:

- The Board has received litigation updates from General Counsel at each regular Board meeting.
- Safe Sport issues again received extensive media coverage in recent months, some of which was averse to USA-S. The Board was apprised of our response strategy, based in part on the help of the 2018 Safe Sport Task Force.
- As to the Flex membership structure that was approved by the House of Delegates in 2017, its first year of implementation shed light on very detrimental financial impacts. In hindsight, had I and our current Strategy Team done more extensive analysis of the assumptions upon which Flex was initiated, we may have avoided the degree of surprise that we presented to the Board in August, but the program had already been set into motion. We requested the Special Board Meeting in late August to apprise the Board of the situation and its inherent financial risks, and agreed with the Board on a game plan to continue to assess trends and present options for Board consideration at the November meeting.

I report **COMPLIANCE**.

POLICY PROVISION #1D: The CEO will not let the Board be unaware of any Board or Board member actions that, in the CEO’s opinion, are not consistent with the Board’s own policies on Board Process and Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the CEO.

CEO’s Interpretation: (No change since last report)

I am to notify the Board Chair of any Board or Board members’ actions which are inconsistent with the Board’s own policies (*Board Process* and *Board-Management Delegation*), especially if such actions undermine the Board/CEO relationship. A primary example would be individual board members attempting to exert authority over staff, such as by directing staff to engage in activities or work with vendors/volunteers of the Board members’ choosing. In the case of perceived noncompliance by the Board Chair, I will report issues directly to the Board if the perceived noncompliance is not resolved after discussing the perceived noncompliance with the Chair directly.

REPORT:

The delineation of Board and staff roles and responsibilities in our governance structure has contributed to there being no such issues in this reporting period. With gratitude for the positive sense of partnership with the Board, I report **COMPLIANCE**.

POLICY PROVISION #1E: The CEO will not present information in unnecessarily complex or lengthy form or without differentiating among three types of written communications: 1) monitoring, 2) decision preparation or “action item”; and 3) incidental/“FYI.”

CEO’s Interpretation: (No change since last report)

Written correspondence to the Board is to be concise. To assist Board members in making the distinction between information that they “must read” to participate fully and information that is more incidental in nature, written correspondence is to be labeled/highlighted as one of the three types listed in the policy.

REPORT:

As the Board has seen, emails/written correspondence that I send out are quite concise, with more thorough “CEO Updates” also provided in conjunction with Board meetings.

In the past year, we collaborated with Board Chair, Bob Vincent, to make Board packets less cumbersome. Monitoring reports are specifically labeled, and action items are always flagged as such on Board agendas.

I report **COMPLIANCE**.

POLICY PROVISION #2: The CEO will not allow the Board to be without logistical and administrative support for official Board, officer or committee communications and functions.

CEO's Interpretation: (No change since last report)

As CEO, I am to ensure adequate support for operations of the Board, its officers and committees. I interpret "official" to mean those functions dealing with the carrying out of the Board's governing responsibilities, including those of its officers and committees. Examples of support include arranging meeting space, phone and communication facilities, distribution of correspondence, recording minutes, providing refreshments, etc.

REPORT:

Staff support for Board functions, including production and uploading/distribution of Board meeting packets, minutes, meeting logistics and refreshments, and similar arrangements for the work of official Board committees is regularly provided. There have been no exceptions.

I therefore report **COMPLIANCE**.

POLICY PROVISION #3: The CEO will not deal with the Board in a way that favors or privileges certain Board members over others except when:

- A. **Fulfilling individual requests for information, or**
- B. **Responding to officers or committees duly charged by the Board**

CEO's Interpretation: (No change since last report)

I interpret this to mean I am to view the Board collectively and am to provide communications about Board issues and policy choices to all Board members, rather than just to the Chair and/or Board members I may view as "sympathetic" to my concerns. The exceptions are the two circumstances stated as "a" and "b." While I am to pass requests for agenda items to the Chair, the background information supporting my request is to be distributed to all Board members. I interpret this policy as pertinent to business dealings, rather than personal or social relationships.

REPORT:

Monitoring reports, FYI information and background information on action items are distributed to all Board members. Correspondence does take place with individual board members, either in casual/social context, or from time to time when seeking input/advice or pursuant to exceptions as set forth in the policy.

I therefore report **COMPLIANCE**.



TO: Board of Directors
FROM: Tim Hinchey III
COPY: Staff & Selected Others
DATE: November 15, 2019November 15, 2019November 15, 2019
SUBJECT: General Update

Dear USA Swimming Board of Directors,

In advance of our busy agenda, please see below some additional updates from our staff regarding current ongoing business at USA Swimming.

Best regards,

Tim Hinchey III
USA Swimming President & CEO

TECHNICAL/SPORT

National Team

The National Team Division continues to support coaches and athletes as they head into the Olympic Trials and Games next summer. Planning for Tokyo is in full swing and the pool team head coaches will be taking a trip to Tokyo in December. With the naming of Catherine Kase as the Open Water head coach for Tokyo, the staff is starting to take shape.

The National Team mental health program is gaining some strength and we hope to have more mental health initiatives in place by the beginning of the year.

Almost 5,000 coaches have completed the USADA coach advantage tutorial, which will need to be completed by the beginning of 2020 for all coaches.

While we are still in the final year of the 2020 quad, strategic planning has started for the 2024 quad.

As we continue to become the best in class NGB, we have staff who are helping to serve USA Swimming and our coaches and athletes throughout the Olympic Movement. Keenan Robinson, Director of Sports Medicine and Science has been named to the USOPC Sports Medicine Advisory Board. Swimming is the only NGB represented on this board, which is made up of physicians from all over the country.

Diversity, Equity, and Inclusion

MOU with LA Recreation and Parks

On October 15, USA Swimming signed a one-year pilot memorandum of understanding (MOU) with LA Recreation and Parks as part of USA Swimming's Community Swim Team Program. This year-long program's purpose is to increase youth swimming participation. Team SwimLA's (TSLA), as the swim team program is called, goal is to promote competitive swimming through resources and services provided by USA Swimming including coach, athlete, and parent education. This one-year pilot hopes to grow into a multi-year partnership that spans beyond the 2028 Olympic Games. The partnership kick-off event will be held on Saturday, November 23 at the Lincoln Park Recreation Center in East L.A. Olympians Cullen Jones and Ashley Twichell will attend a clinic to work with athletes. LA Recreation and Parks Executive Leadership then attend the 2019 Golden Goggle Awards. Further MOU development, which will include the next quad, will take place early next year.

Elite Athlete Transgender Procedures

The following information will be included in the meet packet for Summer Junior Nationals and higher-level competitions and can also be found on usaswimming.org. This will be further discussed in the next quarterly DEI executive team meeting in December, to best prepare the organization for its first elite transgender athlete, specifically trans female. We are constantly monitoring the developments in this area not just in our sport, but across multiple sports both nationally and with the international federations, including the IOC.

Athletes attending the Summer Junior National meet or higher competition must abide by IOC policies that state:

2.0 Those who transition from male to female are eligible to compete in the female category under the following conditions:

- 2.1. The athlete has declared that her gender identity is female. The declaration cannot be changed, for sporting purposes, for a minimum of four years.*
- 2.2. The athlete must demonstrate that her total testosterone level in serum has been below 10 nmol/L for at least 12 months prior to her first competition (with the requirement for any longer period to be based on a confidential case-by-case evaluation, considering whether or not 12 months is a sufficient length of time to minimize any advantage in women's competition).*
- 2.3. The athlete's total testosterone level in serum must remain below 10 nmol/L throughout the period of desired eligibility to compete in the female category.*
- 2.4. Compliance with these conditions may be monitored by testing. In the event of non-compliance, the athlete's eligibility for female competition will be suspended for 12 months.*

Any athlete who desires to submit medical records to stay in compliance to the IOC rule shall submit to USA Swimming's National Team Managing Director:

- (1) a signed declaration that the member's gender identity is female and (2) an attestation from a medical professional that the member's total testosterone level in serum has been below 10 nmol/L for at least 12 months prior to the member's first competition. USA Swimming will not accept actual test results or other medical records from a member and any such documents received by USA Swimming will be destroyed immediately.*

As a transitioning athlete you may need to utilize a medication/substance that is prohibited and would require approval for use. To ensure compliance with these rules please contact the U.S. Anti-Doping Agency (USADA) at 719-785-2000.

LEARN

Coach Licensure Program Update

We are making steady progress toward officially launching the Coach Licensure Program scheduled for the Fall of 2021. A core group of staff members have been meeting on a weekly basis to focus on curriculum mapping, content identification, creation and collection.

The following are updates on key components:

- (1) LMS Platform (Learning Management System): Research and data collection have taken place to explore four possible LMS solutions:
 - a. leasing the platform,
 - b. building on our existing platform through our current LMS developer,
 - c. an off-the-shelf solution, and
 - d. building our own LMS in house.We are close to planning and hope to commit to one of these options by early December.
- (2) eLearning Company: An extensive search for a company to produce and edit our content was conducted. Multiple inquiries were pared down to four finalists, then further narrowed down to two frontrunners. Samples from each of the two finalists were submitted and reviewed by the internal working group and a clear leader has emerged. Likewise, a commitment to an eLearning company is scheduled for the first week in December.
- (3) Curriculum: The working group has made steady progress in this area. There are three courses being developed: two “pre-deck” requirements, and the Grassroots License. Content for the “pre-deck” courses has already been created. The courses include the USOPC’s Quality Coaching Framework and a “How to Coach Kids” program jointly developed by Nike, the Aspen Institute, and the USOPC. The USOPC has committed to helping USA Swimming produce the online version of the Quality Coaching Framework and we have just obtained permission from Nike to recreate How to Coach Kids in a swimming context. The Grassroots curriculum will partly be utilizing some of the content from the current Foundations of Coaching 101 and 201 course but with equal emphasis on topics such as career and leadership development, emotional IQ, mental health, life balance, DEI, and other non-technical components critical to a quality coach.

Other key components of the Coach Licensure program are sure to include mentorship, a community of practice among our coaches, and the ability to connect and network with each other under one Learning Management System. Throughout all these phases, the internal working group will be reaching out to key members of our coaching community for vetting, content expert utilization, and further structure and curriculum development.

Projected soft roll-out for these three courses is scheduled for the summer of 2020. The remaining license levels: Age Group, Senior, Head Coach, and Elite, will continue to roll out in phases leading up to the full launch in the Fall of 2021.

LSC and Member Services

Officials

There will be four national training opportunities for officials in 2020 - a referee workshop in the fall, an open water officials' workshop in conjunction with Open Water Nationals in April, a national evaluator/mentor workshop in April and a track in the Zone Workshop in May. The National Officials Committee will be meeting in January and will be continuing progress on their strategic plan as well as looking at ways to standardize further officiating requirements across LSCs.

Convention

Convention in 2020 will be in Jacksonville, Fla. and 2021 will be in Atlanta, Ga. A proposal is being developed for 2022 to hold a USA Swimming Summit in lieu of the traditional United States Aquatic Sports convention for USA Swimming members. The summit would include topic-specific programming as well as a competitive swimming event and celebration of swimming in the United States.

LSC Services

LSC Services staff and consultants had a very productive two-day in-person annual strategic planning meeting in Colorado Springs following the Mighty Mid Workshop on November 1-2. Each LSC sent 1-2 coaches to the workshop, which focused on coach involvement at the LSC board level. Staff meetings the following week served to evaluate KPIs and services offered to LSCs this year, and to formalize the department's goals for 2020. There were multiple meetings with other staff to integrate programs and communication with different departments. Discussions also began on the 2021-2024 quad focus for LSC services and programs, with special focus on the LSC Governance Committee activation and 2020 Q3 launch of the revised LEAP changes.

Committee Assignments

Committee assignments are being finalized; invitations will be going out within the next few weeks. Members who applied but did not get a committee appointment will also be notified and thanked for their interest.

YTD Membership Stats

Membership Stats (September & October)				
Registration Type	2019	2020	Variance	Growth
Premium Year-Round Athletes	177,878	175,525	-2,353	-1.3%
Outreach Athletes	3,657	2,708	-949	-26.0%
Flex Athletes	10,880	16,478	5,598	51.5%
Athlete Season 1	458	347	-111	-24.2%
Athlete Season 2	1,232	1,221	-11	-0.9%
Athlete Season Individual	396	314	-82	-20.7%
Athlete Single Meet	6	17	11	183.3%
Non-athlete	13,514	13,454	-60	-0.4%
Club - Year-Round	1,811	1,121	-690	-38.1%
Organizations	18	8	-10	-55.6%

Club - Season 1	16	16	0	0.0%
Club - Season 2	5	3	-2	-40.0%
Total Individual Members	208,021	210,064	2,043	1.0%

National Events

2020 U.S. Olympic Team Trials – Swimming

Plans continue to go smoothly for the 2020 Olympic Trials in Omaha, June 21-28. The following updates should be noted:

- Single-day ticket sales launched on Friday, Nov. 8, a few months ahead of schedule. This is good news, as there are only about 1,000 tickets left to sell on any of the days, meaning that if the Trials began tomorrow, our announced attendance would be in the 13,500 range for each session.
- USA Swimming's partner for the secondary ticket market is PrimeSport. If anyone has tickets they are trying to sell for sessions they cannot attend, please use PrimeSport.com.
- The Joint Venture (owned equally by USA Swimming and the Omaha Sports Commission) are still trying to sell the warm-up pool. We have a handful of good prospects that are interested in making this purchase. As a second option, if the warm-up pool is not sold, it will be stored and used at the 2024 Olympic Trials.
- As of mid-November, we have just under 1,100 athletes qualified for the Trials. This number is very much in line with our predicted goal of having 1,400 to 1,500 athletes at the Trials.
- If any of the Board are seeking to purchase tickets, please contact Mike Unger or Cathy Durance at USA Swimming.

COMMERCIAL

The focus of the Commercial business unit continues to be on improving internal and external communications, driving revenue, and promoting the sport. We are enthusiastically working through org. structure changes (see Foundation section below), innovative tech and partner projects, and planning for the successful execution of world class events.

Digital Platforms

CRM Project

The CRM team is continuing work on the user adoption stage of the project. After working through a delay extracting our historical donor database, we now expect to have the Foundation active in Salesforce by the end of the year. Working in parallel, the IT team will begin training on the system following the Thanksgiving holiday and should be fully trained in MDM/data management by the end of the year. The Communications and Creative teams are wrapping up Marketo training and should take over management of email distribution starting in early December. In October, we launched our first third party data collection project with the deployment of the Trials VIP Sweepstakes. Initial response to the contest was great and the entry data will be used to start building the "Fan" marketing persona.

Website Enhancement

The front-end redesign of the USA Swimming and USA Swimming Foundation websites continues on schedule and on budget with the goal to launch in early Q2 2020. The new site will offer quicker load times, intuitive navigation, enhanced SEO, and the clean design befitting a world-class organization.

Partnerships

Our Q4 focus is on solidifying non-traditional partnerships with Nielson and Kore for data analytics and sponsorship valuation, and Sigma Gamma Rho to continue work in the DEI and learn-to-swim space. We also agreed to a Sport Tech Accelerator endeavor with Comcast, wherein we will providing high performance expertise and USA Swimming brand affiliation in return for access to start-up tech companies that can further grow the sport of swimming.

We are working in earnest to secure new sponsors for Olympics Trials. By introducing new brands in new categories at the biggest event of our quad, we feel confident we can lock in longer-term deals to take us through the next quad.

Event Marketing

The TYR Pro Swim Series kicked off in Greensboro, N.C. in November. As the title sponsor, TYR has embraced this event to elevate the look of the event with additional signage and high-profile autograph sessions with athletes including Katie Ledecky and Ryan Lochte. To close the year, we are preparing for the Toyota U.S. Open to be held at Georgia Tech University, as well as the Speedo Junior Championships East (Atlanta) and West (Federal Way).

Communications

Several proactive communications have gone out to our stakeholders regarding the September 1, 2020 restrictions on the use of tech suits for swimmers age 12 and under. The multi-pronged approach has resulted in a feature in Splash magazine, an article on usaswimming.org, a segment on the Kick Set podcast, an educational video with Olympian Leah Smith, a memo to suit manufacturers, and a web resource guide that includes an FAQ as well as a list of banned suits. Communication is ongoing with all constituents, including parents, athletes and officials.

APA Update

In the 2019-2020 season, 52 professional athletes signed the Athlete Partnership Agreement (APA). To date, 22 of the 100 community appearances have been completed, and a further 27 appearances have been scheduled.

The 2018-2019 season concluded with 53 professional athletes completing 100 community appearances.

BUSINESS AFFAIRS

Safe Sport

Since the last Board meeting, the Safe Sport staff has continued its focus in the areas of policies and educational trainings. The U.S. Center for SafeSport (the “Center”) conducted an audit of USA Swimming’s implementation of the Minor Athlete Abuse Prevention Policy (“MAAPP”) and the Education and Training Policy. USA Swimming received a score of “Fully Implemented” in all areas of the MAAPP implementation. USA Swimming received a score of “Partially Implemented” for the Education and Training Policy because not all adult athlete members received Athlete Protection Training by March 23, 2019. USA Swimming needed to take significant extra steps to implement this change, including emergency action by the Board of Directors, changes to information and technology systems to account for notifying athlete members of the requirement at pre-determined intervals, and the ability to flag an athlete member’s record if the training was not completed. USA Swimming was able to take these steps and fully implement the policy by June 23, 2019. The Center will note in its final report that USA Swimming is fully implemented in this area as of June 23, 2019.

The Safe Sport staff also worked to make improvements to the USA Swimming Background Check Policy. The Policy will now include the following groups of adult athletes: National Team members, National Junior Team members, those visiting the Olympic Training Center, and those appointed to represent the United States at international events. These policy changes reflect requirements of the USOPC Responsible Sport Organization Background Check Policy. USA Swimming will require all individuals participating in a background check appeal hearing before a Special Panel of the National Board of Review to submit supporting documentation, including court documents, prior to the appeal. The Safe Sport staff also reviewed the current practice of sharing the cost of the background check for New York state residents due to a state-specific background check fee. Starting January 1, 2020, the applicant or renewing member will be responsible for the full cost of the New York state background check fee. USA Swimming will notify all affected members prior to January 1, 2020 and will update its posted policy accordingly.

Since September 1, 2019, the Safe Sport staff conducted 12 in-person trainings with 641 individuals trained bringing our 2019 total to 2,298 individuals trained.

Risk Management

As a follow up to the changing market conditions mentioned in the last Board summary, the Senior Director of Risk Management, the Chief Financial Officer and the Chief Administrative Officer & General Counsel will meet with our risk financing consultant, Beecher Carlson, in December, on strategic alternatives for the next Quad budget. While most of our insurance policies are in place for 2020, we want to be aware of strategic alternatives in the event the market continues to deteriorate.

Upcoming renewals of importance are the Cyber Liability/Media Liability and Tech E&O policy in February 2020. Recent major losses by underwriters will likely result in a challenging renewal. We are also working on the Special Event Policy for the Olympic Trials to protect our revenue and expenses associated with the event.

A job listing for a Director of Risk Management position has been posted on several job boards, including the Risk & Insurance Management Society, and resumes are starting to be received.

As of October 1, risk management has received 1,786 report of occurrences in 2019 for sanctioned and approved swim meets, resulting in 175 participant accident claims totaling \$86,563, and two liability claims of \$61,690. So far, 2019 is resulting in low claim activity but it will take several months or years to develop an accurate picture of ultimate losses.

Human Resources

As identified in the last Board report, the Human Resources team has been focused on enhancing the use of ADP to reduce administrative time and create a better employee experience. The company has just concluded the first completely self-service benefits open enrollment process, and employees logged on and enrolled through the new paperless process. Feedback was very positive with employees appreciating the ease of the system and the time savings. As open enrollment has concluded, the year-end performance review process has begun, also through ADP. The performance review established a new rating scale which ties employee performance to merit increases and bonuses. Finally, the HR team worked with company leadership to clean up the organizational structure and create consistency in the job titles throughout the organization. This project made a system driven org chart possible. While there are still minor changes to the visual presentation, the project should be complete and ready to launch by the end of November.

The first meeting of the Employee Engagement group was held in early November, and 14 employees requested to join the group. There is a significant focus on holding events of a philanthropic nature with plans to finish up the year by having a “Toys-4-Tots” event. The enthusiasm is very high, and the group is excited to focus on 2020.

In addition to the above, the HR team has been working on updating several policies, as well as rolling out some new policies for 2020. The two new policies, which will benefit our employees, are Paid Military Leave and Paid Parental Leave. Both policies are becoming more common throughout corporate America and the NGB space and will help to attract and retain top candidates to USA Swimming.

- Paid Military Leave is for Reservists who are required to attend training, generally two weeks a year. The policy will pay the difference between what they earn for their service and what they would have earned if at work. We feel that a Reservist shouldn't face a financial hardship for fulfilling their service obligations.
- Paid Parental Leave will ensure that new parents can take time off to bond with their new child and not have the stress of financial hardship during that time. The policy will cover up to eight weeks of time off and has the same eligibility requirements as the Family Medical Leave Act.

Information Technology

Website

Several steps are now complete to prepare for the development phase of the website redesign project, including the setup and configuration of infrastructure to accommodate the new site and the upgrade of the Sitefinity content management system to the latest version of that product. A review of findings from the discovery phase of the project is also now complete and the next step is site design.

Online Meet Entry

The project to move the Online Meet Entry (OME) application from the USA Swimming legacy website to the new website continues with work completed in the following areas: (1) meet tools features (exports, psych sheet emails); (2) meet specific time standards and meet event setup redaction; (3) user interface changes for meet host tools and deck passes; (4) a demo and review of accomplishments to date with OME admins. Features next up for development include: meet search, meet event report, generate psych sheets, export emails, and export meet entries.

Other Projects

Several smaller, yet significant projects have been completed over the past two months. These include:

- Improvements to the new website search and resource topic browser features, including the ability to store search terms to analyze what users are searching for and fine-tuning of the autocomplete feature
- Concussion protocol changes to Online Meet Entry and Officials Tracking System screens and reports to display the status of training completion on the coach membership card and in the Deck Pass
- Improvements to the e-commerce checkout process and Sitefinity/Authorize.net integration to rework the credit card checkout process to correct checkout issues in OME
- Tools to prevent duplicate times from being loaded into SWIMS and to remove existing duplicate times data
- Modifications to meet recon to flag 18 and older athletes who have not completed APT and to the times holding tank to delete times for 18 and older athletes who have not completed APT

FINANCE

Budget Season

April commenced our 2020 (and 2019 projection) budget and projection process. Finance has met with, and continues to meet with, all divisions and program managers. The collaborative and detailed discussions include a review of all programs and accounts in order to produce as accurate (and supported) of a budget as possible while educating all involved at the same time. Final budgets for both Swimming and Foundation will be presented at the Golden Goggles board meetings.

Form 990s

We are working with Waugh & Goodwin, our tax firm, preparing both of our Form 990s. Forms will be completed and filed ahead of the November 15, 2019, deadline.

Form 5500

The annual return and report of our employee benefit plan has been successfully filed with the Department of Labor on August 14, 2019, ahead of the October 15 deadline.

Travel Policy Update

The finance team has been actively driving the Travel Task Force, an internal group focused on reviewing and updating the organization's travel policy and travel provider. The goal of the update is to construct a policy that fits the needs of our users, is reasonable to our organization, and is relatively clear to interpret and execute.

We recently completed our due diligence by gathering and analyzing travel policy information from other NGBs, USOPC, similarly sized for-profits, a university, and a non-sport-related non-profit. Utilizing

our research and with our goals and areas of emphasis in mind, we created a new and improved travel policy draft that will be presented to the Travel Task Force for review, discussion, and approval in December. The new policy will be an overhaul of the previous policy updating language on flights, per diems, lodging, etc. We hope to roll out the update in Q1 2020.

Concur Invoice (Electronic Processing)

In an effort to move towards a more paperless Finance department and to automate both the expense report and check request process, we are working with Concur, a current vendor, to implement their “Concur Invoice” product. A lot of heavy lifting has been completed over the past few months with assessing our needs, mapping our accounts, etc. We are currently in the testing phase and plan to go “live” with a test group on January 1.

Office Remodel Completion (Building Lease Extension and Fixed Asset Reconciliation)

Now that the building remodel is essentially complete, Finance is working closely with the USOPC, our auditors, and Business Affairs (our internal Project Manager) in order to execute our building lease extension with the USOPC. Additionally, we are reconciling our fixed assets, leasehold improvement schedule, and balance sheet to ensure our new assets are being recorded and depreciated/amortized appropriately.

FOUNDATION

The Commercial business unit has enthusiastically welcomed the employees from the Foundation into its ranks, and we continue to develop the support structure needed to complete the transition. By January 1, we will report internally that a Development team led by Scott Usher will focus on all levels of giving – from annual fund through major gifts – as the fundraising arm of USA Swimming. The Make A Splash learn-to-swim initiative will transition to the Sport Development business unit. This is an exciting time of streamlined collaboration as we continue to focus on speaking with one voice at USA Swimming.

- Major Gifts and Grants total \$1,725,000 to date with four (4) trustees and one (1) new donor and athlete partnership
- Evaluating existing Make a Splash program structure and the role of learn to swim within the structure of USA Swimming; program analysis and initial recommendations to be presented to strategy team in mid-December
- 2019 grant awards total \$618,200 to 117 Make a Splash Local Partners, with a proposed service level of 28,627 children by end of year; end of year reports on usage of funds and service levels are due December 17, 2019
- The 2020 Make a Splash Tour presented by Phillips 66 is finalizing three (3) stops: Philadelphia, PA, Billings, MT, and Borger, TX; a non-related community swimming event is under review for Omaha, NE during the pre-Trials test event
- As of November 12, 2019, the Annual Fund has received \$414,650 in revenue (versus \$408,939 YTD in 2018)
 - Champions Club, donations \$1,000-\$10,000, is currently at \$247,565.07 (\$238,975 YTD in 2018).
 - Performance Camps raised \$115,000 (\$112,500 YTD in 2019). We had 47 attendees at both camps and saw success by increasing the number of Youth Performance Camp attendees from 25 to 30. We will be evaluating the efficacy of the camps after 2020.

MEMORANDUM

TO: USA SWIMMING BOARD OF DIRECTORS

FROM: JOEL SHINOFIELD, PATRICK MURPHY

SUBJECT: FLEX MEMBERSHIP BOARD BRIEF

DATE: NOVEMBER 13, 2019

CC: STRATEGY TEAM

Flex 2.0

The Good:

1. The Flex campaign is a thoughtful and powerful tool in changing the way outsiders/first-time parents view our sport. It can also be used to influence clubs/coaches to offer part-time swimming opportunities as a vehicle to broaden the sport's appeal in their community and across the country. The campaign is key to changing the "stigma" that participation in swimming means ten practices a week.
2. Flex is a net-positive for clubs that are using the membership for learn-to-swim, pre-competitive, camps, clinics, and first-time families.



The Bad:

1. More and more clubs have fewer athletes who compete, and the clubs register the athletes as flex, but clubs continue to collect the full membership fee. They do not pass the savings onto new members and thus derive additional revenue if the athlete does not compete in more than two meets. This process has been confirmed by conversations with coaches, as well as with Team Unify, which currently processes those payments. (Many clubs registering athletes for flex, don't have the reduced fee listed on their site).
2. As an alternative, clubs are utilizing other low-cost insurance options for their athletes who do not compete in USA Swimming events and are also still charging full membership fees. We have significant numbers of athletes that compete in fewer than three sanctioned meets.

Age Range	8 & Under		9-10		11-12		13-18		Total	
Meets	Athletes	Percent	Athletes	Percent	Athletes	Percent	Athletes	Percent	Athletes	Percent
0	22.1K	6.1%	19.1K	5.3%	18.5K	5.1%	27.5K	7.6%	87.2K	24.1%
1	5.4K	1.5%	8.3K	2.3%	8.7K	2.4%	15.1K	4.2%	37.5K	10.4%
2	3.7K	1.0%	6.6K	1.8%	7.1K	2.0%	12.7K	3.5%	30.1K	8.3%
3-5	6.5K	1.8%	15.0K	4.1%	17.4K	4.8%	30.6K	8.4%	69.6K	19.2%
6-8	3.2K	0.9%	9.8K	2.7%	13.0K	3.6%	24.2K	6.7%	50.2K	13.9%
9+	2.2K	0.6%	11.8K	3.3%	21.7K	6.0%	51.6K	14.3%	87.4K	24.1%
Total	43.2K	11.9%	70.6K	19.5%	86.4K	23.9%	161.7K	44.7%	362.0K	100.0%

3. Flex memberships pose a significant financial risk to USA Swimming in the current format as more clubs adopt this approach:
 - a. Through November 11, 2019, we have 17,485 Flex members. Our Flex to Premium ratio is 9.4%. Through November 11th last year, we had 11,529 Flex members. The Flex to Premium ratio through November 11, 2018, was 6.0%. We finished the year with 25,149 Flex members at a Flex to Premium rate of 7.9%.
 - b. Through November 11, 2019, we have 186,836 Premium members. Through November 11th last year, we had 190,281 Premium members. We finished the year with 316,740 Premium members.
 - c. Through November 11, 2019, we have 2,059 Seasonal members. Through November 11th last year, we had 2,220 Seasonal members. We finished the year with 18,721 Seasonal members.

Because certain club teams tend to wait until the end of the calendar year to register athletes, we are confident this Flex to Premium rate will increase like it did last year (from 6.0% at this time to 7.9% by season end). Additionally, the 2-meet Flex limit does not start until an athlete registers for the new season, because they are currently competing under their prior year (2019)

registration. November and December registration membership data will give us a very accurate view of the expected athlete type registration distribution.)

Note \$1.7 million was budgeted by the Board of Directors to help cover potential revenue losses in the first two years of the Flex membership implementation. Based on the membership data through the first 14 months of the Flex membership program, the trending deficit is closer to \$2 million. We will further discuss the trend detail at the November 2019 Board meeting.

The Reality:

1. USA Swimming knew there would be the “good” of Flex 1.0 and knew there would be required and continuous assessment and potential adjustment of Flex 1.0. Given months of actuals we now have, we are able to conclude what initial assumptions or variables proved true and which ones do not apply and or need to be adjusted (e.g. who’s using and not using Flex, who are Flex athletes vs. who should be Flex athletes as it was/is intended, what cost/benefit structure works, etc.). This will be a continuous exercise with Flex 2.0 and beyond.
2. Flex membership does not influence clubs to offer part-time, or new programming for swimmers. The Flex campaign and flex membership can be separated. Letting families know that they can swim part-time is good, but the reduced membership isn’t the key, changing perception is the key. With many clubs still charging the higher USA Swimming registration fee for their Flex members, the end-users don’t know the difference.
3. In many cases, athletes registered for Flex, are participating in practice at the same levels as premium members.
4. Flex was not implemented in a manner consistent with addressing the intended goal of increasing 10 & Under participation- Below are the membership trends for all athlete types (including Seasonal) by for 10&U and 11-12 athletes for the past 10 seasons. If you would like more detail, please contact Patrick.

Age Group	Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
10 & under	Members	110,529	114,034	130,422	125,201	117,858	113,508	121,072	114,993	113,795
	Growth		3.2%	14.4%	-4.0%	-5.9%	-3.7%	6.7%	-5.0%	-1.0%
11-12	Members	72,900	75,374	85,694	85,729	85,827	84,793	88,786	86,747	86,460
	Growth		3.4%	13.7%	0.0%	0.1%	-1.2%	4.7%	-2.3%	-0.3%

5. Online membership will allow us to collect the USA Swimming membership dollars and clubs will be less inclined to look for cheaper options. Right now, membership is included in the annual fee structure of many clubs, so clubs seek low-cost insurance options for their athletes who don’t compete as a business revenue decision, but the savings are not passed onto families.
6. We need to continue to offer an LTS, Camp, and Clinic insurance offering, which Flex is providing for many of our clubs.

7. Flex memberships are eating into seasonal registrations. Seasonal membership decreased over 6,000 members from 2018 to 2019. Over the past two registration years, 78% of 18 & Under Seasonal athletes swam two or fewer meets. We expect Flex to continue to cannibalize Seasonal membership.

The Future:

1. Match “Flex” memberships to entry points at our clubs and help clubs address holes in our 10 and Under and 11-12 membership.
2. As athletes move through their USA Swimming membership journey, we must ensure that they are “stair-stepped” into premium membership.
3. Flex memberships should enable clubs the “Flexibility” to design entry-level programs that are competitive on price and structure with other youth sports options.
4. Suggested Flex Fees and Limitations - (Recommendations will be finalized and presented at the January Board Meeting after renewals close on December 31, 2019):
 - a. Ages 10 and Under \$20.00: Two-Meets, multiple Flex registrations this price matches the minimal dues clubs often charge for their entry-level/novice/pre-competitive programs and allows clubs to register these new athletes as USA Swimming Members, rather than seek lower cost/lower-value options in the marketplace.
 - b. Ages 11-12 \$35.00: Two-Meets, multiple Flex registrations, No Downgrades from Premium. This is an entry point for athletes who have possibly competed in summer league or other rec programs and are likely competing in other sports which charge a similar membership fee.
 - c. Ages 13-18 \$45.00: Two-Meets, 150 Day Limit, multiple Flex registrations, No Downgrades from Premium. This is an entry point for athletes coming from other sports, summer league, or middle school/high school swimming experiences. Also allows entire high school teams or summer league teams to join for a season.
 - d. Flex Plus (Seasonal) \$45.00.
 - e. No Downgrades from Premium after age 10.

Under this new Flex Membership criteria, using 2019 membership demographics, the maximum number of Flex members would be 79,779. If 60% of eligible Flex Members sign-up for Flex 2021, Total Membership Revenue would be \$23,543,140 even with no assumed growth in the total number of athlete members. This number is higher than the 2019 Budget of \$22,203,900 (excluding Board Reserves) and higher than the 2020 Budget of \$23,106,500 (excluding Board Reserves).

5. Other reforms in USA Swimming will be critical to increasing numbers and utilizing Flex properly. As an example, tiering our meet sanctioning requirements to make it easier to sanction official meets, thereby increasing appeal and access to USA Swimming Sanctioned Meets.

6. We are actively monitoring and analyzing our membership offerings, numbers, and trends. Even with actual Flex data and trends now available (and more coming in over the next months), there are still significant assumptions and variables affecting any clear projections. For example:

- Percentage (%) of eligible Flex members who will sign up for Flex in 2021.
- Number of LSCs/Clubs that will offer Flex prior to any requirement via online registration and uniformity.
- How LSCs/Clubs will offer or not offer sanctioned meets and thus potentially allowing members to stay in Flex vs. Premium.
- Among many others.

Thus, USA Swimming will always need to assess, analyze, and potentially adjust this program and our offerings as a whole. This “Flex 2.0” is a first rendition of this concept given the information available and known to date.

To summarize, we feel it would be healthy, helpful and productive for the Board of Directors to discuss this topic at its November 23 meeting, however, we do not intend to make a formal proposal on changing the structure of Flex to the Board until the January 31 meeting to allow for membership renewal data to be gathered in November and December. We are available for any questions you may have prior to the meeting.

Thank you,

- Donations under \$1,000 is currently at \$48,575 (\$50,444 YTD in 2018)

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, President & Chief Executive Officer
RE: Internal Report – **Ends**
Annual Monitoring on **Policy 1.2: Successful Athletes, Coaches and Clubs**
DA: November 13, 2019

I hereby present the monitoring report on the Board's Ends Policy 1.2 "Successful Athletes, Coaches and Clubs." The information contained in this report is true for the year ended October 31, 2019.

Signed , President & CEO

BROADEST PROVISION: SUCCESSFUL ATHLETES, COACHES AND CLUBS: Members have and use resources for sustainable success.

CEO's VISION OF SUCCESS: (*Italicized portion changed since last report*)

I interpret achievement of sub-points A-D below to constitute fulfillment of this End. Interpretations/visions of success and Key Performance Indicators for each are presented and reported on below.

Strengthening our membership structure and coach education programs are two of the most critical challenges we face in the coming years. These will have great bearing on safeguarding our athletes, risk management, membership numbers, and ultimately club development and the athletes we serve and help develop.

As we have conveyed to the Board in the past year, Sport Development's work on the coach education initiative has demonstrated the need to be more comprehensive in its planning, making it a multi-year initiative to launch, which has precluded some of the initial benchmarking we had hoped to produce in 2019. We do plan to review and refresh some of our forward-looking KPIs with regard to End 1.2 in the coming months. This report nonetheless provides updates regarding our progress/achievements on them as presented and approved by the Board last year.

PROVISION #A: Athletes have and use motivational, education, financial and leadership supports for success.

CEO's VISION OF SUCCESS: (No change since last report)

Clubs and coaches provide an environment centered around the development of life skills, positive character attributes and performance growth that drives sustained athlete participation.

Key Performance Indicators:

1. Maintain at least 88% annual retention for athletes age 13 and older (ranged 86.5-91.2% over past 10 years).
2. Increased use (within capacity limitations) and valuation of opportunities for athlete education in the areas of performance and character development (videos, camps, leadership summits, AEC, etc.).
3. Video review services available for 7,500 athletes for year ending August 31, 2019 (increase from just over 7,000 in YE 8/31/18, with 13,000 views and downloads).

REPORT:

2019 Key Performance Indicators	Results Summary			Achievement
1. Maintain at least 88% annual retention of athletes 13+ (ranged 86.5-91.2% over past 10 years).	2018		2019	Yes
	Overall	71.5%	73.3%	
	12 -Un	57.8%	59.5%	
	13-Ov	87.8%	89.0%	

3. Video review services available for 7,500 athletes for year ending August 31, 2019	Reached total 7,566 athletes in seven meets (# of athletes entered in the seven meets). Had 12,571 views and downloads at those seven meets which averaged out to 1.66 views per athlete.	Yes
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Athlete retention rates for the past decade appear below. They have been very steady overall, with a reliable but slight increase each post-Olympics year.

Retention	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Overall %	73.1%	69.4%	70.9%	72.1%	74.6%	70.4%	71.7%	72.7%	74.2%	71.5%	73.3%
12-Un %	59.9%	56.9%	58.4%	59.5%	61.7%	57.5%	58.7%	59.1%	60.3%	57.8%	59.5%
13-Over %	89.6%	85.7%	87.1%	88.2%	91.2%	88.0%	88.6%	89.7%	90.7%	87.8%	89.0%

With regard to athlete education (performance and character development), specific impacts/achievements in the past year include:

- First ever WeLEAD (Leadership Summit for All Athletes) - *attendee ratings well above 90%*
- Impacted 60 athletes through She LEADS/We LEAD - *attendee ratings well above 90%*
- Impacted 63 female coaches through Women's Leadership Summits - *attendee ratings well above 90%*
- Athlete Leadership LSC Grant program (*new*)
- Specific requests from LSCs to host Women's Leadership Summit events (*new – these programs are so well received that coaches and LSCs are now asking to host them locally*)
- Implemented governance presentations in National Select Camp curriculum to increase elite athlete representation on committees at the LSC and National levels
- Provided scholarships for two athletes and two coaches to attend leadership programming (*new*)

2. Video review services:

USA Swimming's efforts over the last 6-7 years in providing video review services at major competitions has been a success. Patterned after the services provided by National Team staff to National Team athletes, this program, led by Sport Development staff, reached over 7,000 athletes at seven separate competitions in 2018. During those seven meets, there were 12,571 views and downloads, which averaged to 1.66 views per athlete.

SUMMARY: Ensuring that athletes benefit from swimming involvement is at the forefront of all that we do. As there are limitations as to how the national organization can directly serve the athlete membership, leveraging this with resources to coaches and clubs is vital, and this will continue to be reflected in Sport Development's efforts and innovations in the coming years.

We are confident that the services and supports provided to athletes in the past year constitute **ACHIEVEMENT** of this End, as interpreted.

PROVISION B: Coaches have and use tools and skills to be successful.

CEO's VISION OF SUCCESS: (No change since last report)

Coaches look to USA Swimming for training and resources to professionally lead clubs and athletes, and to provide the technical and interpersonal expertise that drive performance improvement.

Short-term priority: emphasis on evaluation of the effectiveness of current programs, with an eye to expanding opportunities for coaches to access and benefit from quality coach education – particularly to support clubs with less resources.

Key Performance Indicators:

1. Year-to-year improvement in evaluation ratings from coaches attending the Regional Coaches Clinics. Note: attendance numbers at these clinics is somewhat based upon location, and how near they are to cities (versus rural). There were 837 attendees in 2017 and 730 in 2016.
2. 80 Combined Sports Performance Visits per year, with Y-T-Y increases in participant overall evaluations.
3. Y-T-Y growth in number of coaches attending educational camp tracks, with emphasis on Y-T-Y increases in participant ratings of each experience. Coach experience ratings should be at least 4.0 on a 5.0 scale.
4. Safe Sport in-person trainings: Coach and athlete in-person training and education for Safe Sport has been steady over the last three years, with 700 trained in 2016, nearly 1,000 in 2017 and 847 thus far this year.

In addition to these anticipated short-term results, longer-term planning to elevate how coaches value USA-S for their professional development will include two significant benchmarking initiatives:

5. Assess valuation/usage of the Athlete Development Model (ADM) with determination of broader roll-out by Q3 2019. Most clubs have not seen or are familiar with this model, therefore a more elaborate metrics assessment will be developed.
6. Survey of coaches Identifies Net Promoter Score (NPS), with targeted subsequent Y-T-Y increases. ("If you met a colleague new to swim coaching, on a 0-10 scale (10 highest) what is the likelihood you would recommend USA Swimming as a resource for professional growth?" Followed by "What one thing could USA Swimming do or offer that will elevate the number in the response above?"
7. Implement use of NPS as a regular tool to assess specific program valuation. Benchmark, and use as evaluative criteria.

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Y-T-Y improvement in evaluation scores from previous year's Regional Coaches Clinics	2018 evaluation scores: 4.0 2019 evaluation scores: 4.6 2019 attendees: 472 (fewer than 618 in 2018 due to more remote locations). Of 86 respondents, 85 (98.8%) "would recommend RCC to another coach."	Yes
2. 80 Combined Sports Performance Visits per year	2017-18: 101 visits 2018-19: 67 visits. (We made deliberate decision this year to move away from looking at a specific number. We are evaluating what should be accomplished in a visit, the length of a visit and how to evaluate the impact of/from a visit.)	
3. Y-T-Y growth in number of coaches attending educational camp tracks, with emphasis on Y-T-Y increases in participant ratings of each experience; Coach experience ratings should be at least 4.0 on a 5.0 scale	Aggregate Coach Education Attendance: 2017-2018: 10% growth 2018-2019: 8% growth 2018 National Select Camp: 75 coaches. 2019 National Select Camp: 81 coaches. Experience rating 4.7. 100% would recommend to another coach. We have limited spots for athletes in these camps, and therefore there is a limit on the number of coaches who can attend; however, over 90% of eligible coaches attended the camps.	Yes
4. Safe Sport staff in-person trainings for coaches and athletes	2018 trainings: 3,123 2019 trainings to-date: 2,298 (10/31/19)	Yes
5. Assess valuation/usage of the Athlete Development Model	After feedback from coaches, our staff is rebuilding resources available through the ADM, we expect those new resources to be available by June 2020, with roll-out	Yes

(ADM) with determination of broader roll-out by Q3 2019	to coaches over the summer of 2020 and evaluation of impact in 2021	
6. Survey of coaches Identifies Net Promoter Score (NPS), with targeted subsequent Y-T-Y increases	The NPS survey was not undertaken. However, we conducted a survey of coaches who utilized our services in 2019, which yielded 292 unique responses. The surveys were focused on service utilization and perceived value of USA Swimming Programs and Support. The response provided valuable feedback as to future services to be provided or discontinued.	
7. Implement use of NPS as a regular tool to assess specific program valuation; benchmark, and use as evaluative criteria.	NPS not fully adopted. This will be a focus of 2020 with new structure of Team Services Department (formerly Field Services).	

We are committed to USA Swimming being highly relevant as a resource for coaches, and particularly recognize the need to invest in a stronger coach education platform that covers a variety of subjects to help provide more well-rounded resources for coaches.

USA Swimming has embarked on developing a coach education and licensure program. This involved meeting with other National Governing Bodies, assessing what USA Swimming currently offers, and interviews with over 70 expert coaches. Curriculum for the USA Swimming Coach and Licensure program is underway.

For the past year, I report **PARTIAL ACHIEVEMENT**.

PROVISION C: Clubs of all sizes and levels have and utilize resources and services for success.

CEO's VISION OF SUCCESS: (No change since last report)

Clubs look to and value USA Swimming's support and resources, resulting in their success as business entities with increased membership growth. In addition to achievement of the sub-provisions below, our short-term priority is to do deep-dive qualitative assessments of program effectiveness, from which we can more meaningfully plan and identify how to measure what constitutes "value" to membership.

Key Performance Indicators:

1. Launch of Flex Membership exceeds forecast of 40,700 members as of 8/31/19. Note: through 10/31/2018, Flex Membership for the 2019 membership year is at 10,881.
2. Implement use of NPS as a regular tool to assess specific program valuation. Benchmark, and use as evaluative criteria to ID what members want/need going forward.
3. Growth in USA Swimming clubs that achieve Club Recognition levels:

	<u>2017-18</u>	<u>2018-19</u>
Level 1	13.8%	15.0%
Level 2	9.9%	10.5%
Level 3	6.0%	7.0%
Level 4	3.9%	4.5%

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Launch of Flex Membership exceeds forecast of 40,700 members as of 8/31/19	As reported to the Board last November, Flex membership as of 10/31/18 was 10,881 2019 Flex membership: 25,169	

	While short of target, full context of membership in 2019 reflects positive results. With Premium membership of 316,721 and Outreach membership of 10,643, the total of 352,533 was USA Swimming's second highest ever Year-Round membership year. With an additional 18,720 Seasonal athletes and 151 Single Meet (Open Water) athletes, 371,404 total athletes was our third highest total ever. We had a little over 3,400 swimmers upgrade from Flex to Premium in 2019.																					
2. Implement use of NPS as a regular tool to assess specific program valuation	As noted in 1.2.B – KPI #7 above, NPS not fully adopted. This will be a focus of 2020 with new structure of Team Services Department (formerly Field Services).																					
3. Growth in USA Swimming clubs that achieve Club Recognition levels	<table><thead><tr><th></th><th>Actual 2017-18</th><th>Goal 2018-19</th><th>Actual 2018-19</th></tr></thead><tbody><tr><td>Level 1</td><td>13.8%</td><td>15.0%</td><td>14.1%</td></tr><tr><td>Level 2</td><td>9.9%</td><td>10.5%</td><td>9.9%</td></tr><tr><td>Level 3</td><td>6.0%</td><td>7.0%</td><td>5.6%</td></tr><tr><td>Level 4</td><td>3.9%</td><td>4.5%</td><td>4.0%</td></tr></tbody></table> <p>While we did not meet the targeted growth in the percentage of club participation, we did show overall growth in the number of clubs that have participated in the Club Recognition Program.</p> <p>A targeted program for increasing participation in the Club Recognition program will be addressed in Sport Development's strategic planning the coming months.</p>		Actual 2017-18	Goal 2018-19	Actual 2018-19	Level 1	13.8%	15.0%	14.1%	Level 2	9.9%	10.5%	9.9%	Level 3	6.0%	7.0%	5.6%	Level 4	3.9%	4.5%	4.0%	
	Actual 2017-18	Goal 2018-19	Actual 2018-19																			
Level 1	13.8%	15.0%	14.1%																			
Level 2	9.9%	10.5%	9.9%																			
Level 3	6.0%	7.0%	5.6%																			
Level 4	3.9%	4.5%	4.0%																			

Joel Shinofield joined USA Swimming as Managing Director of Sport Development one year ago (October 2018), and our services to clubs, athletes, coaches and LSCs have undergone extensive evaluation, as has been conveyed to the Board throughout the year (especially with regard to club membership and coach education). Planning by the Sport Development team continues, and KPIs for 2020 are being re-evaluated in the coming weeks. We anticipate sharing updated KPIs with the Board no later than the January/February meeting.

Vis-a-vis the targeted KPIs presented with our first-ever Monitoring Report on End 1.2 last November, our results data comes up short. However, we believe, and hope that the Board would agree, that provided the broader context accompanying the data above, there was still considerable progress. On that basis, I report **PARTIAL ACHIEVEMENT**

PROVISION C.i. Clubs are safe and inclusive environments.

CEO's VISION OF SUCCESS: (No change since last report)

Safe - All clubs are educated, aware and proactive in ensuring a safe environment, with athlete protection being paramount.

Inclusive - USA Swimming is a sport for all where diversity is represented from the grassroots level to the National Team. Inclusion is a cultural norm.

Key Performance Indicators:

1. Y-T-Y increases in utilization of parent and athlete Safe Sport Education. KPI set at 10% of households and 10% of athletes ages 12 and older, as these are the minimum thresholds for a club to become a Safe Sport Recognized Club.
2. Increase to a level of 20% of clubs which have a Safe Sport Club Coordinator by the end of 2019. This is a required item for Safe Sport Recognition.

3. Inclusive: Y-T-Y growth of multi-cultural component of USA-S membership (per USOPC Scorecard).
4. Growth in % of LSCs whose leadership participates in DEI education at least every two years.
5. 3% Growth of USA Swimming membership through Community Swim Team programs.

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Y-T-Y increases in utilization of parent and athlete Safe Sport Education. Targeting 10% of households and 10% of athletes ages 12+.	Total Households registered: 270,437 Total athletes ages 12+: 237,219	
	<p>ATHLETES:</p> <p>2018: 725 athletes were trained via LEARN after the course launched on 6/20/2018.</p> <p>2019: Y-T-D = 17,743. This represents 7.5% of athletes ages 12+.</p> <p>The 17,743 includes 11,318 adult athletes who completed Athlete Protection Training (APT) on LEARN, 984 athletes trained in-person by the Safe Sport staff and 5,441* others who completed the Safe Sport for Athletes training course on LEARN.</p> <p><i>*More athletes received training through their clubs via facilitator-led team viewings of the courses, so the 5,441 number understates the actual count.</i></p> <p>In 2019, the Sport Development team contacted all of the clubs that had initiated but not completed the Safe Sport Recognition Program in an effort to offer assistance and to determine any issues the clubs were having in completing the process.</p>	
	<p>PARENTS:</p> <p>2018: 1,037 completed the course after launch 5/10/18.</p> <p>2019: Y-T-D = 4,006 completed the Safe Sport for Swim Parents course on LEARN. As above, households have also received training through clubs via facilitator-led team viewings of the courses, so the 4,006 number understates the actual count.</p>	
2. A. Increase to 20% of clubs which have a Safe Sport Club Coordinator by the end of 2019.	<p># of Clubs in SWIMS with a Safe Sport Coordinator listed:</p> <p>2019: 428 (14.3%)</p> <p><i>Note: We believe the actual number is considerably higher – and likely above the 20% target; however, only 10 of 59 LSCs (17%) have provided this data point, which has until now been an optional data field. We will include it as a required field in 2020.</i></p>	
2. B. (NEW KPI): Growth in the # of Safe Sport Recognized Clubs.	<p># of Safe Sport Recognized Clubs:</p> <p>As of 12/31/18: 10</p> <p>As of 10/31/19: 91</p> <p># of Clubs that have started the process to become Safe Sport Recognized Clubs:</p> <p>8/31/18: 142*</p> <p>10/31/19: 500</p>	Yes

	<p><i>* This was previously reported to be 700. It was overstated due to a system counting error, with Club Excellence Recognition initiations combined with Safe Sport Recognition.</i></p>	
3. Y-T-Y growth of multi-cultural participants within USA-Swimming	<p>USOPC Scorecard: 2013: 11.97% 2014: 12.87% 2015: 15.11% 2016: 17.12% 2016: 17.12% 2017: 18.15% (reported last year) 2018: 18.78% (most current USOPC data)</p> <p>The USOPC uses a formula that looks at similar industry standards as well as the census to produce participation rates. From our own data, which is a straight percentage, the 2019 Athlete Diverse percentage is 20.7% when including the No Response category but 32.3% when we exclude the 133,462 "No Response" Athletes. However, as some LSCs do not forward demographic data to us, we know some athletes are reporting race/ethnicity, but LSCs are failing to report that information.</p> <p>As we focus programs and resources, it is critical that LSCs provide this demographic information.</p>	Yes
4. Growth in % of LSCs whose leadership participates in DEI education at least every two years	<p>2018: 65% 2019: 80% (to-date)</p> <p>Data is based on Spring Zone Meetings, DEI Zone Summits, and Convention. The term "LSC leadership" is loose and mostly includes DEI Chairs on the LSC Board. As we revise these 1.2 KPIs in the coming months, we envision tracking how many full LSC Board Trainings are conducted.</p>	Yes
5. 3% Growth of USA Swimming membership through Community Swim Team programs.	<p>Baseline from the Chicago Park District program: 2018 CPD membership: 3407 2019 CPD membership: 3196* 2019 total: 3850 (13% total growth)</p> <p>This growth is based on the signed (in late October) MOU pilot with LA Recreation and Park, which has 654 athletes.</p> <p>No other signed MOUs planned for remainder of 2019.</p> <p>*Note the lower number is not necessarily a diminishment, as many of the participants have moved on to other teams.</p>	Yes

Safe Sport: The Safe Sport program made significant strides on Safe Sport member education in 2019. As noted above, 725 individuals completed the Safe Sport for Athletes course on LEARN after its launch on June 20, 2018. To date in 2019, 5,441 individuals have completed the Safe Sport for Athletes course on LEARN. Additionally, once Athlete Protection Training became a requirement of membership on June 23, 2019, 11,318 adult athletes have completed the training. Further, Safe Sport training is a requirement for achieving Safe Sport Recognized Club status. Because many clubs have opted to provide the training via an in-person, facilitator-led session, it is anticipated that the number of athletes receiving Safe Sport training is higher than the number reported from LEARN. The Safe Sport staff continues to provide in-person training sessions to clubs visiting the Olympic Training Center campus representing 984 athletes to date in 2019.

The Safe Sport Club Coordinator role is not a required club role and currently the only method of determining the number of club coordinators in this role is through SWIMS reporting by the LSCs. To date, only 10 LSCs report some variance of a Safe Sport Club Coordinator. The Safe Sport staff continues to be committed to growing this number in 2020.

Online membership will be critical in order to ensure that every athlete and parent has received Athlete Protection Training via the Center's Core Course, the Center's Refresher Course and other Safe Sport Elective courses.

Inclusion: USA Swimming continues to make strides on inclusion as tracked by U.S. Olympic Committee Scorecard with improvements from 2016 to 2018. Of note, we have: (i) added staff to the DEI team and moved former DEI staff member, Juan Caraveo, to Program Development Manager in the Western Zone, which has high face-to-face impact for DEI under a different title; (ii) increased DEI presence at Swimposiums and LSC HOD meetings; (iii) experienced increased requests for DEI services at both the team and LSC levels.

With recognition that we have substantial more work to do in helping clubs ensure athlete safety and continuing in advancing inclusion, I report **PARTIAL ACHIEVEMENT**.

PROVISION C.ii Educational opportunities support and engage non-athlete volunteers (e.g. parents, team leaders and officials)

CEO's VISION OF SUCCESS: (No change since last report)

Clubs look to USA Swimming for resources and tools to grow/assist the participation of volunteers who are knowledgeable and supportive.

2019 Key Performance Indicators:

1. Y-T-Y growth in nonprofit club attendance at Club Leadership and Business Management School (CLBMS) and participant ratings.
2. Officials' Education – Train 175 officials using the National Officials' Committee curriculum and have 95% of the LSCs represented at the Officials' workshops.
3. Parent Engagement Toolkit - available by 12/19 with trial/evaluations subsequently assessed.
4. ID and develop a plan/program to elevate consistency of standards for officials among LSCs. Review the current training curriculum and materials across LSCs and develop a basic core curriculum and standards for training and certifying officials to give to LSCs to use.

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Y-T-Y growth in nonprofit club attendance at Club Leadership and Business Management School (CLBMS) and participant ratings. <i>(NOTE: New clubs only need to participate in their first two years (101 and 201). After that, it is optional. Therefore, the Y-T-Y growth target will be revisited as part of Sport Development's strategic planning.</i>	<p>Y/E 8/31/18: 338 participants from 191 clubs. No baseline ratings established.</p> <p>Y/E 8/31/19: 300 participants from 180 clubs. Baseline ratings not yet implemented.</p> <p>Note: To continue to provide excellent information and support for clubs, we are piloting delivery of the CLBMS course via online webinar.</p>	No
2. Officials' Education – Train 175 officials using the National Officials' Committee curriculum and have 95%	In 2019, we trained 177 officials at three workshops (LSC Officials Chairs, Zone Workshops – combined totals, Referee Workshop). 97% (57 of 59) of LSC's had officials attend least one of these	Yes

of the LSCs represented at the Officials' workshops.	trainings/workshops. The two exceptions were Central California and West Virginia.	
3. Parent Engagement Toolkit - available by 12/19 with trial/evaluations subsequently assessed.	Parent page on usaswimming.org has been revamped and parent education toolkit is in progress. Online education will be pivotal to strengthening parent education.	Yes
4. Identify and develop a plan/program to elevate consistency of standards for officials among LSCs. Review the current training curriculum and materials across LSCs and develop a basic core curriculum and standards for training and certifying officials to give to LSCs to use.	Project for developing standards, consistency, and education for officials is targeted for 2020 starting with the Officials Committee meeting in January.	Yes

As noted previously, our planning as to KPIs for 2020 and beyond is not yet complete, and these will be updated in the coming months. While we have made progress in our achievements in supporting parents, team leaders and officials, not all KPIs were met. I report **PARTIAL ACHIEVEMENT**.

PROVISION C.iii. Facilities development and operational expertise contribute to clubs' success.

CEO's VISION OF SUCCESS: (No change since last report)

Clubs and communities look to and value USA-S as a resource for facility development, programming guidance and technical know-how, resulting in improved availability, access to and success of aquatic facilities.

Consultation with member clubs and leveraging relationships with industry-wide leaders such as Myrtha Pools, Counsilman-Hunsaker and Neptune Benson are the core aspects of this effort, with the hopes of increasing the number of aquatic facilities in the U.S.

Key Performance Indicators:

1. Conduct six Build a Pool Conferences with Y-T-Y growth in participant evaluation of conference value. Baselines need to be established on conference evaluations. (NOTE: Baseline was established in 2019, with conference satisfaction ratings of 98.7%. Future KPI likely "to maintain 95%+ satisfaction ratings.)
2. Virtual version of "Build and Program a Pool" developed and available by mid-2020 with over 100 clubs taking advantage of this offering.
3. Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place – to be developed)

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Conduct six Build a Pool Conferences with Y-T-Y growth in participant evaluation of conference value.	Build a Pool Conference Attendance: 2016: 273 2017: 278 2018: 236 2019: 206 (194 at 6 Regional Build a Pool Conferences plus 12 at Custom Build a Pool Workshop).	Yes

	In 2019, baseline data on “perceived value of information” was collected via surveys with 8 questions and a 5-point scoring system. Satisfaction ratings are 98.8% - testimonials on file.	
2. Virtual version of “Build and Program a Pool” developed and available by mid-2020 with over 100 clubs taking advantage of this offering.	On hold due to ongoing discussion about the future of USA Swimming Productions.	
3. Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place – to be developed)	Email or phone response time is less than 1 hour in 99% of the over 550 requests for information in 2019. All contacts are tracked and reported monthly.	Yes

The Facilities Services department has been in existence for nearly 15 years and has provided consultation and other resources for hundreds of clubs, facilities and aquatic projects. The department focused in 2019 on setting benchmarks regarding quality of service. In addition to the achievements noted above, we are pleased to report:

- 17 x Enterprise Plans developed for USA Swim Club related projects that attended a Regional Build a Pool Conference in 2018-19
- 6 new aquatic facilities open
- 3 new major expansions of existing facilities
- 3 new major facilities under construction - 4 coach owned smaller facilities
- 8 to 12 more in design.

Facilities Services has demonstrated great productivity in achieving targets and setting benchmarks for continued improvements in its quality of service. I report **ACHIEVEMENT**.

PROVISION D: LSCs have and use resources and services to support the development and achievement of athletes, coaches and clubs.

CEO’s INTERPRETATION / VISION OF SUCCESS: (No change since last report)

LSCs consistently meet high standards in provision of education, opportunities, funding and support for their members.

Key Performance Indicators:

1. Combine LEAP 1 and 2 as new LEAP 1; LEAP 3 becomes LEAP 2 and an entirely new LEAP 3 will be created – Rollout by September 2020
2. 2019: 100% LEAP 1, 75% LEAP 2, 25% LEAP 3
3. Y-T-Y improvement in overall evaluations of LSC visits for Board Governance, LEAP or Strategic Planning. At least a score of 4.0 (out of 5.0) on all LSC visits.
4. On-track to fulfill policy 3.10 (“Relationships with LSCs”) by Q1 2020, as approved by the Board in September 2018.
5. Growth in the % of LSCs that send representatives to USA-S meetings and workshops offered each year.

REPORT:

2019 Key Performance Indicators	Results	Achievement
1. Combine LEAP 1 and 2 as new LEAP 1; LEAP 3 becomes LEAP 2 and an	On track for rollout in September 2020. LEAP program is in process of being combined into one	Yes

<i>entirely new LEAP will be created – Rollout by September 2020</i>	level, with the following categories: Governance, Admin/Communication with membership, LSC Programming. Each LSC must pass and renew every other year.													
2. 2019: 100% LEAP 1, 75% LEAP 2, 25% LEAP 3	<table> <tr> <th></th><th><u>Target:</u></th><th><u>Current (as of 10/31/19)</u></th></tr> <tr> <td>LEAP 1</td><td>100%</td><td>100%</td></tr> <tr> <td>LEAP 2</td><td>75%</td><td>83% (49 of 59 LSCs)</td></tr> <tr> <td>LEAP 3</td><td>25%</td><td>32% (19 of 59 LSCs)</td></tr> </table>		<u>Target:</u>	<u>Current (as of 10/31/19)</u>	LEAP 1	100%	100%	LEAP 2	75%	83% (49 of 59 LSCs)	LEAP 3	25%	32% (19 of 59 LSCs)	Yes
	<u>Target:</u>	<u>Current (as of 10/31/19)</u>												
LEAP 1	100%	100%												
LEAP 2	75%	83% (49 of 59 LSCs)												
LEAP 3	25%	32% (19 of 59 LSCs)												
3. Y-T-Y improvement in overall evaluations of LSC visits for Board Governance, LEAP or Strategic Planning. At least a score of 4.0 (out of 5.0) on all LSC visits.	<p>2018 average = 4.75</p> <p>2019 average = 4.87</p> <ul style="list-style-type: none"> • Program was a valuable use of my time: 4.86 • Program will impact my LSC in a positive way: 4.88 • I would recommend this program to other LSCs: 4.78 • The presenter was knowledgeable in the subject matter: 4.98 	Yes												
4. On-track to fulfill policy 3.10 ("Relationships with LSCs") by Q1 2020, as approved by the Board in September 2018.	On track: All LSCs are required to return signed affiliation agreements and approved bylaw updates by 12/31/19	Yes												
5. Growth in the % of LSCs that send representatives to USA-S meetings and workshops offered each year.	2018: 96.6% attendance 2019: 100% attendance	Yes												

USA Swimming staff have provided excellent resources and support for LSCs; however, LSCs vary greatly in how successful and efficient they are.

A key element of our "vision of success" is that LSCs "consistently" meet high standards. The variances in LSC structure, expectations, and efficiencies is a significant obstacle, recognized by the Board in its establishment of Policy 3.10 – Relationships with LSCs.

While getting the LSC Affiliation Agreements in place is an important achievement this year, strengthening and ensuring that they meet the reporting requirements will be vital to our having demographic and other important data that will guide our program innovation and effectiveness.

I report **ACHIEVEMENT**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Ends
Annual Monitoring on **Policy 1.4: Recognition of USA Swimming**
DA: November 13, 2019

I hereby present the monitoring report on the Board's Ends policy 1.4 "Recognition of USA Swimming." The information contained in this report is true for the year ended October 31, 2018.

Signed , President & CEO

BROADEST PROVISION: RECOGNITION OF USA SWIMMING: USA Swimming is recognized as the "Best in Class" NGB.

CEO's VISION OF SUCCESS: (*Italicized portion changed since last report*)

Being "best in class" has been my stated aim for our work since my first day of employment at USA Swimming in July 2017. Recognition for what we do is going to be based on results, not simply how we brand ourselves or aim to be seen. Through the development and evolution of the Board's Ends and the Strategy Team's planning work, I see the achievement of this End as being a cumulative product of our success on Ends 1.1, 1.2 and 1.3. If we have high levels of achievement over time in all three of those areas, we will clearly be considered "best in class."

As we strive to achieve these key End results, our vision continues to include:

- Focus on "right-way = right results" philosophy
- Leader in Safe Sport
- Clean sport
- Become the NGB where smart/talented professionals want a career
- Grow a dynamic organization for the benefit of the American public
- A modern, professional work culture driven to deliver results.
- Strong strategic partnerships -- key influencers seek USA-S input
- Internationally recognized as high-performing and influential in-and-out of the pool
- A recognized global leader in marketing, media and communications.
- Elevate the swimming experience nationally

REPORT:

The highlight of our commitment to strengthening the productivity and workplace culture of USA Swimming in the past year was the office redesign project, completed in late August. We are grateful to the Board for its agreement to invest in our workplace, which is also key to how we project USA Swimming to visitors and our USOPC-related colleagues.

USA Swimming continues to serve as a model and resources for its NGB peers and international stakeholders. For example, at its annual summit, the U.S. Center for SafeSport referenced USA Swimming's Safe Sport Recognized Club Program and Minor Athlete Abuse Prevention Policy implementation strategy as examples for other National Governing Bodies to reference. Additionally, the Director, HR & Employee Engagement provides guidance and support to the smaller NGBs with regards to compliance for their California based employees (among other topics), and Finance attends and contributes to the USOPC's "NGB Financial Best Practices" seminars.

Recently-negotiated commercial deals demonstrate that USA Swimming is a valued brand to major international sponsors Marriott, Toyota, and Comcast/Xfinity, and we continue to cultivate critical partnerships with companies endemic to the swim space like Arena, Speedo, TYR, Myrtha Pools, and Neptune Benson. We will continue to grow in this realm as we capitalize on the exceptional popularity of swimming in an Olympic year.

As we go into 2020, we have great pride in our National Team athletes, whose performance collectively was among the strongest ever in international competitions in year three of a quad. Our historical success in Olympic and international competitions is at the forefront of a legacy we aim to perpetuate for years and decades to come.

To accomplish that, we can't be complacent, either in the pool or out. Our actions as an organization, including our relationships athletes (and their families), coaches and clubs must demonstrate that our commitment to athlete safety is not rhetorical.

While not ever fully achieved, and with awareness that we must be diligent and have foresight in addressing the risks that can jeopardize our reputation and long-term success, we believe the past year's activities and productivity constitute reasonable **ACHIEVEMENT** of this End.

PROVISION #A: Members recognize the value and impacts of USA Swimming on their lives.

CEO's VISION OF SUCCESS: (No change since last report)

Members experience the benefits of a sport for life, and the important life lessons that come from team participation.

2020 Key Performance Indicators:

1. Y-T-Y increases in membership retention rates
2. Valuation of membership assessed through Net Promoter Score survey, then subsequent targeting of Y-T-Y growth (or maintain, based on benchmarks)

REPORT:

2019 Key Performance Indicators	2019 Results	Achievement
1. Membership Retention rates	2017 – 74.2% 2018 – 71.5% 2019 – 73.3%	Yes
2. Net Promoter Score Survey	(not completed)*	

*The Net Promoter Score Survey requires completion of the CRM project, which remains underway with expected implementation for 2020-21 membership year.

Membership in 2019 reflects positive results. With Premium membership of 316,721, Flex of 25,169 and Outreach membership of 10,643, the total of 352,533 was USA Swimming's second highest ever Year-Round membership year. With an additional 18,720 Seasonal athletes and 151 Single Meet (Open Water) athletes, 371,404 total athletes was our third highest total ever. We had over 3,400 swimmers upgrade from Flex to Premium in 2019. With renewals due by December 31, we will have more complete data to forecast the year-to-year impact of Flex, as well as suggest changes to ensure the Flex membership category fosters a growth in membership.

However, as addressed last year, our value proposition for members is not well defined. Renewals are currently more reliant on members' experience with their local clubs rather than a direct relationship with USA Swimming. We continue to see increased impetus for online membership, giving us direct access to members and ability to grow their relationship with and affinity for USA-S. The combination of online membership and CRM will enable USA Swimming to provide direct education to parents and athletes, including SafeSport, Long-Term Athlete Development, Nutrition, and other key education and training opportunities.

We report **PARTIAL ACHIEVEMENT**.

PROVISION B: USA Swimming is recognized as a leader in Safe Sport.

CEO's VISION OF SUCCESS: (No change since last report)

We have a culture of proactivity in addressing SafeSport, including survivor engagement, effective partnering with subject matter experts and weaving SafeSport into the fabric of the organization to define USA Swimming's posture with regard to athlete protection.

2020 Key Performance Indicators:

1. All facets of SafeSport program are, over a continuum of communications, continue to be conveyed to USA-S membership.
2. Provide resources and education to the parents and legal guardians of minor athlete members.
3. Continued utilization of SwimAssist.
4. Maintain average response time to complaints of six weeks or less.

2019 Key Performance Indicators	2019 Results	Achievement
1. All facets of SafeSport program are, over a continuum of communications, conveyed to USA-S membership.	(See narrative below)	Yes
2. Increased utilization of SwimAssist	2017 – \$19,736.91 provided to nine individuals. 2018 – \$25,958.29 provided to 15 individuals. 2019 - \$117,966.91 provided to 26 individuals (as of 11/10/19).	Yes
3. Decreased average response time to complaints submitted to USA-S HQ by 50%.	7/17- 7/18 – 19 weeks 7/18-7/19 – 6 weeks	Yes

REPORT:

In the past year, the Safe Sport program focused on two major policy implementations, providing training and education offerings, improving communications and increased responsiveness to members. Between April 29 and June 23, 2019, USA Swimming member clubs implemented the Minor Athlete Abuse Prevention Policy (MAAPP) focused on limiting one-on-one interactions between adults and minor athletes and required all adult athletes to complete Athlete Protection Training. As of November 4, 2019, at least 16,759 athletes have completed the Athlete Protection Training and Safe Sport for Athletes courses on the LEARN platform during 2019, and the Safe Sport staff trained 2,298 individuals through in-person trainings. The staff also conducted a webinar on Mandatory Reporting on March 13, 2019.

With regard to conveying Safe Sport issues to our membership “over a continuum of communications,” the Safe Sport program worked closely with the Communications team to expand its reach to the membership. Prior to the merge of the organization's social media accounts in April 2019, the Safe Sport social media accounts generated over 104,000 unique impressions via Twitter and Facebook postings. The Safe Sport program utilized a spectrum of resources to communicate MAAPP to the membership including all-member communications, social media posts containing custom-graphics, a unique website, educational documents, mini-webinars, in-person trainings and member newsletters.

The use of SwimAssist has increased significantly in 2019 due in part to a staff practice of offering SwimAssist to each reported case of sexual, physical or emotional abuse in swimming. More individuals than ever before are benefiting from the SwimAssist resource. In October, the staff appointed an outside expert to the SwimAssist panel with extensive experience in victim advocacy and in managing victim assistance funds to assist in reviewing requests.

The staff has been fully committed to improving our service to the membership through decreased case response time. Between July 2018 and July 2019, the staff averaged a case response time of six weeks. This includes several outliers which required significant additional time including time to review past case files or to prepare a case to be presented to the National Board of Review.

While the past year has had continued challenges that demonstrated that the need for substantial attention and resource allocations will not diminish soon, I am confident that the way we have responded and committed to future action constitutes **ACHIEVEMENT**.