### **USA Swimming Board of Directors Meeting Minutes**

December 6, 2021 / Miami, FL

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34 35 36 Vincent for his leadership as Board Chair.

**CALL TO ORDER** 

| 2                    | Chris Brearton, Board Chair, called the December 6, 2021 Board of Directors meeting to       |
|----------------------|----------------------------------------------------------------------------------------------|
| 3                    | order at 8:35 a.m. Eastern Time with the following members in attendance:                    |
| 4<br>5               | PRESENT                                                                                      |
| 6                    | Maya Andrews, Chris Brearton, Kenneth Chung, Tony Ervin, Kathy Fish, Bruce Gemmell,          |
| 7                    | Jennifer Gibson, Natalie Hall, Clark Hammond, Tim Hinchey, Ira Klein, Katie Meili, Kathleen  |
| 8                    | Prindle, Bill Schalz, Michelle Steinfeld, Bob Vincent.                                       |
| 9                    | Timale, Bill behalz, Piteliene bleimera, Bob vincent.                                        |
| 10                   | NOT PRESENT                                                                                  |
| 11                   | Ashley Twichell.                                                                             |
| 12                   |                                                                                              |
| 13                   | GUESTS                                                                                       |
| 14                   | Jackson Fouras, Ryan Gibbons, Timothy Husson, Alexis Keto, Caitlin Leverenz Smith, Mary      |
| 15                   | Liston, Pam Lowenthal, Susan Mechler, Ellery Parish, Jim Peterfish, Saya Ryan, Paul Silver,  |
| 16                   | Eric Stimson, Michael Switalski, Mary Turner, Kent Yoshiwara.                                |
| 17                   |                                                                                              |
| 18                   | STAFF                                                                                        |
| 19                   | Rebecca Chafin, Jay Chambers, Paula D'Amico, Chris Detert, Shana Ferguson, Jake Grosser,     |
| 20                   | Elizabeth Hahn, Brendan Hansen, Abby Howard, Trish Hughes, Kiki Laino, Isabelle              |
| 21                   | McLemore, Lucinda McRoberts, Tiffany Midkiff, Lindsay Mintenko, Patrick Murphy, Kaitlin      |
| 22                   | Pawlowicz, Devonie Pitre, Eric Skufca, Joel Shinofield, Denise Thomas, MJ Truex, Mike        |
| 23<br>24             | Unger, Kirsten Victor.                                                                       |
| 2 <del>4</del><br>25 | BOARD CHAIR'S WELCOME                                                                        |
| 26                   | Mr. Brearton remarked on his personal journey within the sport of swimming and how it        |
| 27                   | teaches safety, discipline, teamwork and perseverance. Mr. Brearton further spoke to the     |
| 28                   | quality of the organization's foundation, from volunteers to coaches to the National Team.   |
| 29                   | Mr. Brearton noted the responsibility of the organization to maintain a world class National |
| 30                   | Governing Body (NGB) while giving credit to the staff for their work, including maintaining  |
| 31                   | integrity and being financially sound even through the COVID-19 pandemic. Mr. Brearton       |
| 32                   | emphasized the notion of the Board and staff working together towards a common purpose       |
| 33                   | of water safety and encouraging others to love the sport. Lastly, Mr. Brearton thanked Bob   |

#### 37 RULES OF ENGAGEMENT / PROTOCOL

- Mr. Brearton provided an overview of the Rules of Engagement, emphasizing the application 38
- of more informational calls and encouraging members to use their voice but also remember 39
- the Board operates as One Voice once a decision has been made (Attachment 1). 40

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- **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**
- 43 "Is any member aware of any conflict of interest (that is, of a personal interest or direct or
- 44 indirect pecuniary interest) in any matter being considered by this meeting, which should now
- 45 be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"

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- 47 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 48
- declaration of a conflict of interest should be made at that time. 49

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- 51 **MINUTES**
- 52 **MOTION:** To approve the September 24, 2021 Board of Directors meeting minutes
- (Attachment 2). Seconded. APPROVED. 53

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- To approve the September 25, 2021 Board of Directors meeting minutes 55 **MOTION:**
- 56 (Attachment 3). Seconded. APPROVED.

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- **BOARD PROCESS** 58
- 59 **BYLAWS UPDATE**
- 60 Michelle Steinfeld, Secretary & General Counsel, highlighted the changes to the USA
- Swimming Bylaws, which stemmed from compliance requirements of the United States 61
- Olympic & Paralympic Committee (USOPC) (Attachment 4). 62

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- Abby Howard, Senior Director of Legal & Membership Affairs, noted that the Bylaws would 64
- no longer be part of the Rulebook, but the most current version of the Bylaws will always 65
- be available on the website. 66

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- To amend the Bylaws of USA Swimming, Inc., as outlined in Attachment 4, **MOTION:**
- effective December 6, 2021. Seconded. APPROVED. 69

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- **BOARD GOVERNING POLICIES MANUAL UPDATES**
- Ms. Steinfeld presented the updates for the Board of Directors' Governing Policies Manual as 72
- 73 mandated by the USOPC (Attachments 5 - 8).

- MOTION: To amend the USA Swimming, Inc. Board of Directors' Governing Policies Manual, including the Statement of Ethics and Conflict of Interest Policy, the Gifts and Entertainment Policy, and the Whistleblower and Anti-Retaliation Policy, as outlined in Attachments 5 through 8, effective December 6, 2021. Seconded. APPROVED.
   2022 BOARD WORK PLAN
   Mr. Brearton thanked the Board for completing the Board survey and explained that he will use the responses to formulate a strategic plan for the Board, including creating space for
- use the responses to formulate a strategic plan for the Board, including creating space for
  Board members and staff to collaborate on specified areas of interest that coincide with the
  overall Board plan.

84 overall Board plan

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INTRODUCTION OF VICE CHAIR CANDIDATES

- Mr. Brearton introduced Vice Chair Fiscal Oversight candidate, Kenneth Chung (Attachment9).
- Kenneth Chung spoke about the honor to work as the current Vice Chair Fiscal Oversightand emphasized the importance of the Board and staff working collaboratively.
- 93 **MOTION:** To approve Kenneth Chung as Vice Chair Fiscal Oversight. Seconded. **APPROVED.**
- 95 Mr. Brearton introduced the candidates for the position of Board Vice Chair, Kathy Fish and 96 Bill Schalz.
- 98 Mrs. Fish commented on how she is looking for ways to increase her impact, including 99 leading the Nominating Committee Task Force and using her professional experience to 100 assist with short term challenges.
- Mr. Schalz remarked on how long he has been involved in the sport of swimming and highlighted his experience as a coach, club owner and previous Board member.
- Mrs. Fish and Mr. Schalz left the room while the Board conducted a vote via ballots.
- 107 MOTION: To approve Kathy Fish as Board Vice Chair. Seconded. APPROVED.
  - BOARD COMMITTEE APPOINTMENTS
- Ms. Steinfeld presented to the Board for approval, Ellen Colket as Chair of the Investment
- 111 Committee and Kathy Fish as the Independent member of the Ethics Committee.
- Mr. Brearton added that with the election of a new Board Vice Chair, the remaining
- 113 committee members requiring Board approval will be appointed in the weeks to come.

114 **MOTION:** To approve Ellen Colket as Board Chair appointee to the Investment Committee 115 and Kathy Fish as Board Chair Independent Board Member appointee to the Ethics 116 Committee. Seconded. APPROVED. 117 118 NOMINATING COMMITTEE TASK FORCE UPDATE Mrs. Fish reported that members of the Nominating Committee Task Force are 119 120 collaborating with past committee members, athletes and past Board members to compile 121 and recommend changes to the Board at its February meeting regarding the Board 122 nomination process. 123 124 **COACHES ADVISORY COUNCIL UPDATE** 125 Joel Shinofield, Managing Director of Sport Development, announced that he, along with 126 Managing Director of the National Team Lindsay Mintenko, will be co-staff leads for the 127 Coach Advisory Council (CAC) and they recently worked with the CAC working group on 128 their policy manual, specifically their nomination and election process. 129 130 **USA SWIMMING FOUNDATION UPDATE** Shana Ferguson, Chief Commercial Officer, remarked on Dr. Cecil Gordon's contributions to 131 132 the Foundation as he finishes his term as Chair of the Foundation Board of Directors. Additionally, Mrs. Ferguson mentioned that fundraising efforts are picking up towards the 133 134 end of the year. 135 136 Tim Hinchey, President & CEO, thanked Dr. Gordon for his leadership and noted that the 137 past year has been the best year for fundraising with approximately \$2.8 million raised. 138 Eric Skufca, Chief Financial Officer, briefly explained the Foundation's budget projections. 139 140 while noting a small operating surplus in 2021 and a small budgeted operating deficit in 141 2022. Mr. Skufca highlighted the support provided by the Foundation in 2021, including \$1.13 million to the National Team, \$510,000 to youth learn to swim grants, and \$100,000 142 143 to Sport Development/Community Impact programs. Lastly, Mr. Skufca reported that the 144 organization's investments acquired over an 8% year-to-date portfolio gain (Attachments 145 10 - 11). 146 147 FOUNDATION GOVERNANCE

Mr. Brearton explained the growth process for the Foundation Board of Directors,
 including adding three new Board members and seeking approval for David Shackley as the
 new Foundation Board Chair (Attachment 12).

- 152 **MOTION:** To approve the addition of Timothy Buckley, Jon Kossow and Great Pinchbeck to the 153 Foundation Board, effective January 1, 2022. Seconded. APPROVED.
- 155 **MOTION:** To approve David Shackley as the Chair of the Foundation Board for the 2022-2025
- 156 term. Seconded. APPROVED.

158 **ENDS MONITORING** 

- 159 Lucinda McRoberts, Chief Administrative Officer, presented a plan for reporting and
- 160 approving Monitoring Reports, including staff and Board members collaboratively
- formulating and presenting the Ends with associated Key Performance Indicators (KPIs) 161
- 162 annually to the Board while also establishing a pattern of reporting individual Ends reports
- 163 throughout the year.

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165 Mr. Brearton added that more calls will occur to discuss Ends and KPIs.

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- POLICY 1.2: SUCESSFUL ATHLETES, COACHES AND CLUBS
- 168 Mr. Brearton presented Policy 1.2, Successful Athletes, Coaches and Clubs (Attachment 13).

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- 170 Mr. Shinofield provided a brief overview on the establishment of a baseline goal Net
- Promoter Score (NPS) for athlete-specific events/offerings delivered by the organization's 171
- 172 Sport Development division.

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- 174 **MOTION:** To approve that the performance monitoring report on Policy 1.2, "Successful
- 175 Athletes, Coaches and Clubs," conveys (a) interpretations of the policy that are reasonable, and
- 176 (b) that the report reasonably substantiates compliance with the policy requirements,
- 177 consistent with the CEO's interpretations. Seconded. APPROVED.

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- **POLICY 1.3: PUBLIC ENGAGEMENT WITH SWIMMING**
- 180 Mr. Brearton presented Policy 1.3, Public Engagement with Swimming (Attachment 14).

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- 182 **MOTION:** To approve that the performance monitoring report on Policy 1.3, "Public
- Engagement with Swimming," conveys (a) interpretations of the policy that are reasonable, 183
- 184 and (b) that the report reasonably substantiates compliance with the policy requirements,
- 185 consistent with the CEO's interpretations. Seconded. APPROVED.

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- POLICY 1.4: RECOGNITION OF USA SWIMMING
- Mr. Brearton presented Policy 1.4, Recognition of USA Swimming (Attachment 15). 188

**MOTION:** To approve that 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 compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. **APPROVED.** 

#### PRIORITY RESULTS UPDATES & DISCUSSION

196 Mr. Hinchey submitted a written report containing a staff update to the Board (Attachment 197 16).

### **KEEPING ATHLETES FIRST INITIATIVE**

Ms. McRoberts provided an update on Keeping Athletes First (KAF) starting with an announcement that the Learning Management System (LMS) and Coach Education will both launch in September 2022. Ms. McRoberts reported that by year end, 770 clubs will have achieved Safe Sport Club Recognition (SSRC) status with an additional 945 clubs initiated in the process as well. She also noted that the organization's Safe Sport staff will continue to develop their programs and educational components. Ms. McRoberts remarked that the digital transformation initiative has evolved from just Online Member Registration (OMR) to a digital transformation that will impact every facet of the organization with the intention of ensuring the athlete experience is the best it can possibly be within the sport.

The Board discussed setting goals for continuing to ensure all clubs achieve Safe Sport Recognition and ways in which barriers can be removed for clubs trying to do so.

### **DIGITAL TRANSFORMATION UPDATE**

Patrick Murphy, Director of Data Analytics, introduced Eric Stimson, Niagara Swimming Registrar.

Jake Grosser, Director of Business Intelligence, presented a high-level roadmap for the organization's technology transformations, noting how each piece works together from a modern database to the Coach Education platform to OMR. Mr. Grosser reported that once launched in fall 2022, there will be a short freeze on development to ensure the new technology pieces are working properly before moving on to building anything new. Mr. Grosser also commented that a communication, training and customer service plan will be developed prior to launch to assist membership with integration of the new technology.

Mr. Murphy spoke to the re-architecture and launch of Swims 3.0 with the goals of simplifying business practices and collecting data directly from the source. He also described working towards a Minimal Viable Product (MVP) needed to assist with keeping pace for a fall 2022 launch, including bringing multiple databases into one application

database so all systems work together and providing an enhanced experience for
 membership, as well as ensuring USA Swimming requirements are being met, not just local
 requirements

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Mr. Stimson briefly remarked on technology training for Local Swimming Committee (LSC) Registrars, the development of Frequently Asked Questions (FAQs), and the availability of customer service from USA Swimming to membership. Stimson mentioned the need for a more streamlined and common process across the organization to be more efficient for registration.

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Mr. Grosser reported that the LMS will house all the educational offerings from USA Swimming with the first being Coach Education. Mr. Grosser briefly described the look and feel of the LMS and added that the LMS will serve as a revenue opportunity by providing non-members access to courses at a cost. He also provided updates on the architecture for Customer Relationship Management (CRM) in which data will be added directly from the source, saving time and money, and noted the offloading of applications from the website to CRM to reduce the stress on the website. Finally, Mr. Grosser reported that Deckpass will be simply rebranded as a "USA Swimming account," while keeping the same features.

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Chris Detert, Director of Information Technology, presented on technology security, including past, current and future processes to strategically protect users and reduce and respond to security threats and incidents with improved visibility and intelligence. Mr. Detert presented five objectives for cyber security programs that covers 53 different areas with about a third of those being a day-to-day focus for the IT team.

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The Board received a demonstration of the new OMR and discussed the collection of athlete data through OMR and who has access to their data, which is only a select number of staff.

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### **USA SWIMMING NATIONAL WORKSHOP**

Mr. Shinofield briefly described the format of the USA Swimming National Workshop, commenting on how the workshop will allow discussion for legislation before it is presented on the floor of the House of Delegates (HOD) and how the workshop provides more opportunities for athletes to stay engaged in swimming governance.

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#### NATIONAL COMMITTEES UPDATE

Mrs. Howard updated the Board on the National Committee process, including making
Chair appointments by November 1, followed by a screening process and then filling atlarge appointments with notifications occurring by December 15. Mrs. Howard added that
the website will be updated with pertinent Committee information moving forward.

| 268 | PREVIEW: COACH ENGAGEMENT SURVEY                                                                |
|-----|-------------------------------------------------------------------------------------------------|
| 269 | Mr. Shinofield reported that the organization utilized IntelliSport Analytics to administer a   |
| 270 | Coach Engagement survey, which was distributed to a subset of coach members in                  |
| 271 | November 2021 with over 1,700 respondents and 500 of those continuing to provide                |
| 272 | feedback through focus groups and individual interviews. Mr. Shinofield stated that             |
| 273 | IntelliSport will present its findings to staff in January 2022, with the staff then presenting |
| 274 | to the Board of Directors in February 2022.                                                     |
| 275 |                                                                                                 |
| 276 | ATHLETE COMMITTEE PLACEMENT UPDATE                                                              |
| 277 | Ms. Steinfeld thanked several individuals for their work on placing athletes on National        |
| 278 | Committees with only a few spots left to fill.                                                  |
| 279 |                                                                                                 |
| 280 | ATHLETE HOD RECRUITING UPDATE                                                                   |
| 281 | Mrs. Mintenko described the outreach done for recruiting athletes to be part of the HOD,        |
| 282 | including multiple newsletters to the National Team, staff calls to over 180 athletes, email    |
| 283 | and text reminders to over 389 athletes, social media posts across all platforms and the        |
| 284 | utilization of Foundation Ambassadors to recruit.                                               |
| 285 |                                                                                                 |
| 286 | DEI STRATEGY UPDATE                                                                             |
| 287 | Mr. Shinofield announced that the Board will be presented with a Diversity, Equity, and         |
| 288 | Inclusion (DEI) Strategic plan at the February Board of Directors meeting.                      |
| 289 |                                                                                                 |
| 290 | Mr. Shinofield reported that at the Celebration Bowl there will be an announcement of the       |
| 291 | organization's expansion of the Community Impact Program that provides opportunities            |
| 292 | and grants for learn to swim and competitive programs with Historically Black Colleges          |
| 293 | and Universities (HBCUs).                                                                       |
| 294 |                                                                                                 |
| 295 | MEMBERSHIP STRATEGIES                                                                           |
| 296 | Mr. Shinofield reported that the Age-Group Development League Legislation that passed in        |
| 297 | September 2021 has some challenges, including accessibility and time-limited                    |
| 298 | competitions, but the conversation and sharing of best practices will continue regarding        |
| 299 | increasing 12 and under membership.                                                             |
| 300 |                                                                                                 |
| 301 | FINANCE 101 RECAP                                                                               |
| 302 | Mr. Skufca remarked part of his and the Vice Chair Fiscal Oversight's job is to provide         |
| 303 | financials that are relevant and accessible to the Board and emphasized the importance of       |

sharing the financial process prior to a Board member's first Board meeting. Mr. Skufca and

Mr. Chung held a financial overview and debrief for all new (and existing) Board members

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on December 5, 2021.

| 307 | 2022 COMPETITION CALENDAR                                                                     |
|-----|-----------------------------------------------------------------------------------------------|
| 308 | Mrs. Mintenko commented on the success of the Toyota U.S, Open and mentioned that USA         |
| 309 | Swimming will take a small team to the FINA World Swimming Championships in Abu               |
| 310 | Dhabi. Mrs. Mintenko noted uncertainty regarding the international competition calendar       |
| 311 | but expressed her excitement for the International Team Trials in April 2022 and the          |
| 312 | Phillips 66 National Championships in July 2022.                                              |
| 313 |                                                                                               |
| 314 | SANCTIONING OF EVENTS/COVID                                                                   |
| 315 | Mrs. Howard requested the Board extend the current COVID-19 related sanction                  |
| 316 | requirements with slightly less requirements for meet hosts (Attachment 17).                  |
| 317 |                                                                                               |
| 318 | MOTION: To amend Articles 202.4 and 202.6 extending current COVID-19-related sanction         |
| 319 | requirements through August 31, 2022. Seconded. APPROVED.                                     |
| 320 |                                                                                               |
| 321 | PARTNERSHIP'S UPDATE                                                                          |
| 322 | Jim Fox, Director of Partnership Marketing, presented an overview of what encompasses         |
| 323 | partnerships, while highlighting 2021 accomplishments and noting the second highest           |
| 324 | revenue year ever with an addition of three new partners and a focus on renewals of           |
| 325 | current partners. Mr. Fox briefly commented on the use of DigiDeck to bring in new            |
| 326 | partners. Mr. Fox additionally remarked on why organizations partner with USA                 |
| 327 | Swimming, including trying to connect with gold medals and our membership.                    |
| 328 | Ellison Elledge, Manager of Partnership Marketing, briefly explained the various              |
| 329 | partnership categories, including sponsors, suppliers, licensees and promotional partner      |
| 330 | verbiage.                                                                                     |
| 331 |                                                                                               |
| 332 | OPERATING POLICY MANUAL                                                                       |
| 333 | Mrs. Howard provided a brief background regarding the process of updating USA                 |
| 334 | Swimming's Operating Policy Manual to include Operating Committee policies that are in        |
| 335 | alignment with USOPC requirements (Attachment 18).                                            |
| 336 |                                                                                               |
| 337 | <b>MOTION:</b> To approve adding Operating Committee policies into the USA Swimming Operating |
| 338 | Policy Manual. Seconded. APPROVED.                                                            |
| 339 |                                                                                               |
| 340 | MANAGEMENT PARAMETERS MONITORING                                                              |
| 341 | POLICY 3.0: GENERAL MANAGEMENT CONSTRAINT                                                     |
| 342 | Ms. McRoberts presented Policy 3.0, General Management Constraint (Attachment 19) and         |
| 343 | noted that the report is largely focused on compliance efforts, both with the USOPC and       |
| 344 | federal law.                                                                                  |
| 345 |                                                                                               |

MOTION: To approve that 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 AND CUSTOMERS

Mrs. Howard presented Policy 3.1, Treatment of Members and Customers (Attachment 20).

**MOTION:** To approve that the performance monitoring report on Policy 3.1, "Treatment of Members and 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**

Mr. Skufca presented Policy 3.4, Financial Condition & Activities (Attachments 21 - 23), highlighting the 2021 Quad Business Plan summary, including an approximate breakeven operating result while remarking on the effects of COVID on every line item. Mr. Skufca commented on the organization's investment income strategy, which allows the organization the opportunity to set aside investment portfolio gains to strategically invest in Board-approved initiatives to serve membership.

- Mr. Chung noted the intentional reduction of expenses by staff during the COVID-19 pandemic and remarked on why there will be deficit years over the course of a quad.
- 369 Mr. Skufca reported that investment earnings are at 8.08% for the year and the cash flow is 370 as anticipated.

**MOTION:** To approve that 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: FINANCIAL PLANNING AND BUDGETING

Mr. Skufca presented Policy 3.6, Financial Planning & Budgeting (Attachments 24 - 27) along with the 2022 Budget. Mr. Skufca remarked on the anticipation of an operating deficit in 2022, which he noted is historically typical in the early year of quads with the ability to shift mid-year and mid-quad. Mr. Skufca commented on an insurance expense increase due to the market and securing viable, quality coverage. Mr. Skufca also highlighted that payroll and headcount is lower compared to previous years with a focus on strategic rebuilding as the organization continues through the pandemic.

Ms. McRoberts briefly provided background regarding who approves budget items as the that responsibility shifted from the HOD to the Board with the approved Board governance restructure in 2018. Ms. McRoberts reported that with the approval in September 2021 by the HOD of Article 503.2, which determines the distribution of Rulebooks, the HOD approved an operational expenditure outside of its authority.

Ms. McRoberts provided further explanation regarding the current Rulebook budget of \$25,000, which is sufficient to print and provide two Rulebooks to every member club, all Board members, Committee Chairs, staff, and LSCs. Ms. McRoberts noted that to effectuate the legislation passed by the House, it would cost the organization approximately \$100,000. Ms. McRoberts proposed options for the Board to consider regarding how they would like to fulfill and expense Rulebooks to all non-athlete members of USA Swimming.

The Board discussed maintaining the budget as proposed at \$25,000, with one Rulebook provided to each member club and the remainder being available upon request to membership.

**MOTION:** To approve that the performance monitoring report on Policy 3.6, "Financial Planning and 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.** 

MOTION: To approve the 2022 Budget as presented. Seconded. APPROVED.

### **POLICY 3.7 COMPENSATION AND BENEFITS**

Ms. McRoberts presented Policy 3.7, Compensation and Benefits (Attachment 28), highlighting that the President & CEO cannot change his compensation and benefits and ensuring staff compensation and benefits are in line with the market, industry and geography.

 **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 3.11 USA SWIMMING FOUNDATION MANAGEMENT

421 Mrs. Ferguson presented Policy 3.11, USA Swimming Foundation Management (Attachment 422 29).

| 424 | MOTION: To approve that the performance monitoring report on Policy 3.11, "USA Swimming    |
|-----|--------------------------------------------------------------------------------------------|
| 425 | Foundation Management," conveys (a) interpretations of the policy that are reasonable, and |
| 426 | (b) that the report reasonably substantiates compliance with the policy requirements,      |
| 427 | consistent with the CEO's interpretations. Seconded. APPROVED.                             |
| 428 |                                                                                            |
| 429 | CLOSED SESSION (2.3.6)                                                                     |
| 430 | LSC AFFILIATION AGREEMENT                                                                  |
|     |                                                                                            |

431 The Board went into Closed Session so Mrs. Howard could provide an LSC Affiliation

432 Agreement update.

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### LITIGATION UPDATE

The Board remained in Closed Session so Ms. Steinfeld could provide a legal update.

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### PERSONNEL UPDATE

The Board remained in Closed Session so Mr. Hinchey could provide a personnel update.

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#### **EXECUTIVE SESSION**

The Board went to Executive Session to discuss compensation for the President & CEO; all members of the staff, including Mr. Hinchey, left the meeting.

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#### OPEN SESSION

The Board came out of Closed Session so Ms. Steinfeld could present a motion regarding pending claims.

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**MOTION:** To allow the President & CEO and the Secretary & General Counsel to resolve any uninsured claims, with amounts consistent with the valuation of outside counsel and the organization's precedential settlement values, from certain Board designated funds and/or a USA Swimming, Inc. existing line of credit. Seconded. **APPROVED.** 

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### 2022 BOARD CALENDAR

454 Mr. Brearton presented the 2022 Board of Directors meeting calendar.

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### **ADJOURN**

457 Mr. Brearton adjourned this meeting at 4:12 p.m. Eastern Time.

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459 Respectfully submitted:

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Michelle Steinfeld, Secretary and General Counsel

Chris Brearton, Board Chair

## **USA Swimming Board of Directors Meeting Minutes**

December 6, 2021 / Colorado Springs, CO

| Attachment 1<br>Attachment 2 | Page 2 – Agenda: December 6, 2021<br>Page 2 – DRAFT BOD Minutes September 24, 2021 |
|------------------------------|------------------------------------------------------------------------------------|
| Attachment 3                 | Page 2 – DRAFT BOD Minutes September 25, 2021                                      |
| Attachment 4                 | Page 2 – Proposed Bylaw Changes                                                    |
| Attachment 5                 | Page 2 – USA Swimming Ethics - COI                                                 |
| Attachment 6                 | Page 2 – USA Swimming Gifts and Entertainment Policy                               |
| Attachment 7                 | Page 2 – USA Swimming Whistleblower Policy                                         |
| Attachment 8                 | Page 2 – Proposed USA-S Board Governing Policies Manual                            |
| Attachment 9                 | Page 3 – Board Officers Applicants                                                 |
| Attachment 10                | Page 4 – USA-S Foundation Q3 2021 Financial Statement                              |
| Attachment 11                | Page 4 – USA-S Foundation 2021 Budget v. 2021 Projection                           |
| Attachment 12                | Page 4 – Foundation Board of Directors Applicants                                  |
| Attachment 13                | Page 5 – Policy 1.2 Successful Athletes and Coaches                                |
| Attachment 14                | Page 5 – Policy 1.3 Public Engagement with Swimming                                |
| Attachment 15                | Page 5 – Policy 1.4 Recognition of USA Swimming                                    |
| Attachment 16                | Page 6 – Staff Update for the Board                                                |
| Attachment 17                | Page 9 – COVID Sanction Updates : January – August 2022                            |
| Attachment 18                | Page 9 – Operating Committees Update                                               |
| Attachment 19                | Page 9 – Policy 3.0 General Management Constraint                                  |
| Attachment 20                | Page 10 – Policy 3.1 Treatment of Members and Customers                            |
| Attachment 21                | Page 10 – USA Swimming Q3 2021 Financial Statement Report                          |
| Attachment 22                | Page 10 – USA-S and Foundation Investment Review                                   |
| Attachment 23                | Page 10 – Policy 3.4 Financial Condition and Activities                            |
| Attachment 24                | Page 10 – USA Swimming Budget for Approval                                         |
| Attachment 25                | Page 10 – USA Swimming 2021 Projection vs. 2021 Budget                             |
| Attachment 26                | Page 10 – USA Swimming 2021 Quad Business Plan Summary                             |
| Attachment 27                | Page 10 - Policy 3.6 Financial Budget - Annual Forecast                            |
| Attachment 28                | Page 11 – Policy 3.7 Compensation and Benefits                                     |
| Attachment 29                | Page 11 – Policy 3.11 USA Swimming Foundation Management                           |
| Attachment 30                | Form 990 Swimming                                                                  |
| Attachment 31                | Form 990 Foundation                                                                |

### **AGENDA**

A. Welcome



8:30

USA Swimming Board of Directors December 2021 Board Meeting Monday, December 6, 2021, 8:30 am - 4:00 pm Miami, FL

|    | 1. Call to Order / Record of Attendance (2.6.2)       |       |
|----|-------------------------------------------------------|-------|
|    | 2. Board Chair's Welcome                              |       |
|    | 3. Introductions                                      |       |
|    | 4. Rules of Engagement                                |       |
|    | 5. Declaration of Conflict of Interest (2.5.4)        |       |
|    | 6. Approval of Board Minutes                          |       |
|    | a. ACTION: Approve September 24, 2021 Meeting Minutes |       |
|    | b. ACTION: Approve September 25, 2021 Meeting Minutes |       |
| В. | Board Process                                         |       |
|    | 1. Bylaws Update                                      | 8:40  |
|    | a. ACTION: Approve Proposed Updates                   |       |
|    | 2. Board Governing Policies Manual Updates            | 9:00  |
|    | a. ACTION: Approve Proposed Updates                   |       |
|    | 3. Rulebook Update                                    | 9:20  |
|    | 4. 2022 Board Work Plan                               | 9:30  |
|    | 5. Introduction of Vice Chair Candidates              | 9:40  |
|    | a. ACTION: Vice Chair - Fiscal Oversight Election     |       |
|    | b. ACTION: Vice Chair Election                        |       |
|    | 6. Board Committee Appointments                       | 9:50  |
|    | 7. Nominating Committee Update                        | 9:55  |
|    | 8. Coaches Advisory Council Update                    | 10:00 |
| _  |                                                       | 10.05 |

|    | 2.  | Foundation Governance                        |       |
|----|-----|----------------------------------------------|-------|
|    |     | a. ACTION: Elect Foundation Directors        |       |
|    |     | b. ACTION: Appoint Foundation Board Chair    |       |
| D. | BF  | REAK                                         | 10:20 |
| E. | ΕN  | NDS Monitoring                               | 10:30 |
|    | 1.  | Successful Athletes, Coaches and Clubs (1.2) |       |
|    |     | a. ACTION: Approve the Report                |       |
|    | 2.  | Public Engagement with Swimming (1.3)        |       |
|    |     | a. ACTION: Approve the Report                |       |
|    | 3.  | Recognition of USA Swimming (1.4)            |       |
|    |     | a. ACTION: Approve the Report                |       |
| F. | Pri | iority Results Updates & Discussion          |       |
|    | 1.  | Keeping Athletes First Update                |       |
|    | 2.  | Digital Transformation Update                | 10:45 |
|    | 3.  | USA Swimming National Workshop               | 11:30 |
|    | 4.  | National Committees Update                   | 11:35 |
|    | 5.  | Preview: Coach Engagement Survey             | 11:40 |
|    | 6.  | Athlete Committee Placement Update           | 11:45 |
|    | 7.  | Athlete HOD Recruiting Update                | 11:50 |
|    | 8.  | DEI Strategy Update                          | 11:55 |
|    | 9.  | Membership Strategies                        | 12:00 |
|    | 10. | Finance 101 Recap                            | 12:05 |
|    | 11. | 2022 Competition Calendar                    | 12:10 |
|    | 12. | Board 2022 Schedule                          |       |
| •  | 13. | Sanctioning of Events/COVID                  | 12:15 |
| •  | 14. | Partnerships Update                          | 12:20 |
| •  | 15. | Operating Policy Manual                      | 12:25 |
| G. | W   | orking Lunch                                 |       |
| H. | Ma  | anagement Parameters Monitoring              |       |

1. USA Swimming Alumni Update

|    | 1.  | General Management Constraint (3.0)       | 12:30 |
|----|-----|-------------------------------------------|-------|
|    |     | a. ACTION: Approve the Report             |       |
|    | 2.  | Treatment of Members/Consumers (3.1)      | 12:35 |
|    |     | a. ACTION: Approve the Report             |       |
|    | 3.  | Financial Conditions & Activities (3.4)   | 12:40 |
|    |     | a. ACTION: Approve the Report             |       |
|    | 4.  | Financial Planning and Budgeting (3.6)    | 12:45 |
|    |     | a. ACTION: Approve the Report             |       |
|    |     | b. ACTION: Approve 2022 Budget            |       |
|    | 5.  | Compensation and Benefits (3.7)           | 1:05  |
|    |     | a. ACTION: Approve the Report             |       |
|    | 6.  | USA Swimming Foundation Management (3.11) | 1:10  |
|    |     | a. ACTION: Approve the Report             |       |
| I. | Clo | osed Session                              | 1:15  |
|    | 1.  | LSC Affiliation Agreement                 |       |
|    | 2.  | Litigation Update                         |       |
|    | 3.  | Personnel Update                          |       |
|    | 4.  | Executive Session                         |       |
| J. | Ad  | ljournment                                | 2:00  |

Total Meeting Time: 5h 30m

### **USA Swimming Board of Directors Meeting Minutes**

September 24, 2021 / Colorado Springs, CO

| 4 | $\sim$ A T | • | $\mathbf{m}$ | $\Delta \mathbf{n}$ |     |
|---|------------|---|--------------|---------------------|-----|
| ı |            | • |              | 1121                | 142 |
| ı |            |   |              | 1/11/1              | DER |

- 2 Bob Vincent, Board Chair, called the September 24, 2021 Board of Directors meeting to order
- at 9:03 a.m. Mountain Time with the following members in attendance:

4 5

### **PRESENT**

- 6 Maya Andrews (virtual), Chris Brearton, Kenneth Chung, Kathy Fish, Bruce Gemmell, Jennifer
- 7 Gibson, Cecil Gordon, Natalie Hall (virtual), Tim Hinchey, Michelle Steinfeld, Katie Meili,
- 8 Kathleen Prindle, Bill Schalz, Jeanette Skow, Jim Sheehan, Jay Thomas, Bob Vincent.

9 10

### **GUESTS**

- 11 Karen Alexander, Alicia Antonetti-Tricker, Wade Atkins, Tom Avischious, Lisa Black
- 12 Sholudko, Robert Broyles, Marcia Callan, Bill Charney, David Coleman, Ellen Colket, Steve
- 13 Connock, David Cottam, Bruno Darzi, Maria Davila, Sandy Drake, Lucy Duncan, John
- Dussliere, Cathy Elgas, Tony Ervin, Joe Gazzarato, Ryan Gibbons, Dave Gibson, Scott Griffith,
- 15 Clark Hammond, Starre Haney, Melissa Hellervik-Bing, Kevin Hogan, Bob Hommel, Patrick
- Hunter, Tim Husson, Paris Jacobs, Paul Jampole, Robert Kwong, Jennifer LaMont, Pam
- 17 Lowenthal, Karen Mayfield, Trish Martin, Arlene McDonald, Susan Mechler, Kevin Milak,
- David Olack, Lisa Olack, Kim O'Shea, Ted Patton, Ellery Parish, Derek Paul, James Peterfish,
- 19 Shelly Rawding, Mary Redmond, Maggie Rocheleau, Cindy Rowland, Kathleen Scandary,
- 20 Erin Schwab, Mike Seip, Jennie Shamburger, Lynne Shine, Dave Smith, Robin Smith, Shawn
- 21 Smith, Mickey Smythe, Jayne Spittler, Mary Jo Swalley, Jack Swanson, Ashley Twichell, Mary
- 22 Turner, Mary Ellen Tynan, Tom Ugast, Mary Wallak, CJ Wanser, Matthew Weber, Michael
- 23 White.

2425

### **STAFF**

- 26 Matt Barbini, Carli Brashier, Juan Caraveo, Rebecca Chafin, Jay Chambers, Paula D'Amico,
- 27 Tina Dessart, Shana Ferguson, Jane Grosser, Elizabeth Hahn, Brendan Hansen, Abby
- 28 Howard, Trish Hughes, Kiki Laino, Russell Mark, Dan McCarthy, Isabelle McLemore, Macie
- 29 McNichols, Tiffany Midkiff, Stacy Michael-Miller, Lindsay Mintenko, Ellery Parish, Kaitlin
- 30 Pawlowicz, Hilary Perez, Devonie Pitre, Eric Skufca, Joel Shinofield, Lucinda McRoberts,
- 31 Denise Thomas, Jennifer Thomas, MJ Truex, Mike Unger, Maggie Vail, Kirsten Victor.

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#### 35 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.

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- AGENDA REVIEW
- Mr. Vincent presented the agenda (Attachment 1).

40 41 42

**RULES OF ENGAGEMENT / PROTOCOL** 

43 Mr. Vincent provided an overview of the Rules of Engagement.

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- **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?"

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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.

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- **CEO'S WELCOME**
- Tim Hinchey, President & CEO, remarked on the organization's ability to focus on the positive, as well as deliver programs and resources that were in jeopardy through resiliency and doing more with less. Mr. Hinchey stressed the importance of the Keeping Athletes First initiative (KAF) as a guide for decision making as USA Swimming raises its standards to be a best-in-class National Governing Body (NGB).

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Mr. Hinchey welcomed the Foundation Board of Directors, as well as the Chairs of the USA Swimming committees, while noting the essential role committees and volunteers will have as the organization progresses to the Paris Olympic Games in 2024.

64

65 Lastly, Mr. Hinchey commented on the organization's complex challenges and asked 66 everyone to "opt in" to remain a best-in-class NGB.

- **BOARD CHAIR'S REMARKS**
- 69 Mr. Vincent congratulated Dr. Cecil Gordon for his leadership of the USA Swimming
- 70 Foundation Board, as a strategic partner with USA Swimming. Mr. Vincent remarked on Mr.
- 71 Hinchey's ability to listen, change, and implement new strategies for the betterment of the
- organization. Mr. Vincent went on to compliment the staff on their hard work and dedication,

### DRAFT DRAFT DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its December 6, 2021 meeting.

specifically thanking Lindsay Mintenko, National Team Managing Director, for her leadership and her focus on team improvement for Paris 2024.

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78 79 Mr. Vincent applauded Vice Chair Chris Brearton and the Governance Committee for their work to bring the Board of Directors and other required committees into compliance with federal law and the United States Olympic and Paralympic Committee (USOPC) Bylaws, noting his hope that this process serves as an opportunity for all to get involved in the organization's governance structure.

80 81

Mr. Vincent thanked the Board members for choosing to not just be spectators, but instead being prepared to put in the work and speak up for the Board to continue to do important work for USA Swimming.

85

Finally, Mr. Vincent expressed appreciation for being able to represent the many families and friends who were not allowed to travel to support their Olympic athletes.

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- MINUTES
- 90 **MOTION:** To approve the May 7, 2021 Board of Directors meeting minutes (Attachment 2). 91 Seconded. **APPROVED.**

92 93

**MOTION:** To approve the August 25, 2021 Special Board of Directors meeting minutes (Attachment 3). Seconded. **APPROVED.** 

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- BOARD PROCESS
- HURRICANE IDA RESOLUTION
- Abby Howard, Senior Director, Legal & Membership Affairs, presented the Hurricane Ida Resolution that assists those that have been affected by the Hurricane, specifically allowing displaced athletes to transfer between clubs without penalty. Ms. Howard also noted this
- resolution would give the staff the ability to implement other such resolutions should
- 102 similar disasters occur in the future.

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**MOTION:** To approve the Hurricane Ida Resolution (Attachment 4). Seconded. **APPROVED.** 

- NEW MEMBERSHIP CATEGORY PROPOSAL
- 107 Trish Martin, Chair of the Safe Sport Committee, reported on an increased financial burden
- on clubs and a possible barrier to entry for parent volunteers at the club level due to the
- 109 USOPC and U.S. Center for Safe Sport's (USCSS) expansion of adults who must be included

### DRAFT DRAFT DRAFT

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in USA Swimming membership, which would result in required background checks and Athlete Protection Training for those adults. Ms. Martin remarked on the efforts made for clubs to comply with the new requirements without cutting volunteerism or athlete programing.

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Matt Webber, Chair of the Club Development Committee, asked the Board to consider a new membership category to make it easier for clubs and individuals to ensure the new USCSS mandates are accomplished.

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Ms. Howard noted that the effective date of September 1, 2022 is intentional to give the organization time to socialize, publicize and build technology for the new membership category. Ms. Howard recognized that the organization understands the new mandates will cause an immediate burden on clubs as implementation from USCCS is required by January 1, 2022 but hopes that with the approval of the new membership category, clubs and Local Swim Committees (LSCs) know relief is on the horizon.

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Joel Shinofield, Managing Director of Sport Development, added that changes such as these are why the organization is building Swims 3.0, which would allow updates to be implemented within days as opposed to weeks.

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**MOTION:** To approve the new non-athlete membership category and associated fee (Attachment 5). Seconded. **APPROVED.** 

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- PROPOSED LEGISLATION FOR THE HOUSE OF DELEGATES
- Michelle Steinfeld, Secretary and General Counsel, opened a discussion on the Boardapproved legislation regarding the Operating Policy Manual in which staff maintains the document.

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The Board discussed its oversight of the Operating Policy Manual through Monitoring Reports. Updates are made in collaboration with appropriate entities during review processes, and if responsibilities are given, so is authority and vice versa.

- Ms. McRoberts added that committee Staff Liaisons are involved with any changes made to
   the committees that fall within the Operating Policy Manual, and Ms. McRoberts
   encouraged any committee that does not feel part of the process to reach out to their staff
- encouraged any committee that does not feel part of the process to reach out to their staff liaison. Ms. McRoberts also noted that the Operating Policy Manual includes more than just
- 146 committee details, but also encompasses technology applications, among other topics.

- Bill Charney, USA Swimming's Board Governance Consultant, reported that if the Board has any area of concern, it can ask for updates or discussions from the staff at any point during
- the year; it is not beholden to the scheduled reports.

150151 Mr. Brearton emphasized that the Board should educate membership on what the

152 Operating Policy Manual is and what it is not.

153

- Ms. Steinfeld briefly presented the proposed legislation for the Special Meeting of the
- House of Delegates which center around the National Board of Review (NBOR), the Coaches
- 156 Advisory Council (CAC), and the House of Delegates composition.

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- 158 Mr. Brearton encouraged Board members to support the proposed legislation, specifically
- 159 R-4 regarding the House of Delegates composition.

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161 The Board voiced their approval of R-4

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163 *MOTION: To* endorse the passage of R-4. Seconded. APPROVED.

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165 Ms. Steinfeld provided brief details on the formation and composition of the CAC.

166

The Board and staff engaged in discussion regarding the CAC, specifically the inception and composition of the CAC and how the staff can support the CAC.

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- Mr. Hinchey noted the committee updates and legislative process started with working
   directly with the chairs of each committee and the organization will continue to engage
- 172 strategic groups within membership.

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### PROPOSED CHANGES TO BYLAWS

Ms. Steinfeld presented the proposed changes to the USA Swimming Bylaws (Attachment

176 6).

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Ms. Howard noted that passing the Bylaw changes now allows the membership more time to adjust to the changes which are to be implemented January 1, 2022.

180

The Board suggested that the staff continue to solicit feedback from membership regarding the Bylaw changes.

- Ms. McRoberts explained the changes under Section 3.1.1, including that the "USA 184
- 185 Swimming Policy Manual" no longer exists and that no matter which governance document
- outlines the job responsibilities for the President & Chief Executive Officer and Chief 186
- 187 Financial Officer, those officers are expected to follow those responsibilities.

188

- 189 Ms. McRoberts additionally explained that the USOPC recommended the USA Swimming
- Athletes' Advisory Council (AAC) be added to the Rulebook, not Bylaws, to provide that 190
- 191 group with the greatest protection from being eliminated by any entity other than the
- 192 House of Delegates.

193

- **MOTION** To amend the Bylaws of USA Swimming, Inc., as outlined in Attachment 6, effective 194
- 195 September 26, 2021. Seconded. APPROVED.

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### **USA SWIMMING FOUNDATION UPDATE**

Mr. Vincent introduced the Chair of the Foundation Board of Directors, Dr. Cecil Gordon.

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Dr. Gordon expressed his excitement for the Foundation Board to finally connect in person as the Foundation Board expanded twice since it last met in-person. Dr. Gordon reported that the Foundation Board will continue to expand by electing four new members through a Nominating Committee led by Foundation Board member, Jill Bornstein. Dr. Gordon noted that the Nominating Committee will make recommendations to the Foundation Board who in turn will ask the USA Swimming Board of Directors for its approval at its December 2021 meeting in additional to electing a new Chair for the Foundation Board. Dr. Gordon also

announced that during the next Foundation Board meeting, the Board will elect its officers.

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> 207 208

- 209 Dr. Gordon highlighted the work of the Foundation Board, including expanding the age
- requirements for Adult Learn to Swim Grants in partnership with U.S. Masters Swimming. 210
- 211 These efforts provide meaningful opportunities for Foundation donors to offer direct
- 212 funding to National Team athletes, raising \$250,000 at the Swimming Trials in addition to
- 213 \$40,000 raised by the Officials, entertaining donors at the Olympic Training Camp, and
- 214 waiving the 5% fee for clubs who hosts Swim-A-Thon's.
- Lastly, Dr. Gordon thanked those who have donated money and items to the annual Golden 215
- Goggle Awards and asked for that support to continue for the 2021 Golden Goggle Awards 216
- 217 (Attachments 7 - 12).

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### DRAFT DRAFT DRAFT

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| 221 | <b>TRUSTEES</b> | <b>COUNCIL</b> | REPRESENTA | TIVE. | <b>AMENDMENT</b> |
|-----|-----------------|----------------|------------|-------|------------------|
|     | 1110011110      |                |            |       |                  |

- Ms. Steinfeld presented an amendment to the Foundation Bylaws that were approved by
- 223 the Foundation Board of Directors to now be approved by the Board of Directors regarding
- 224 the Trustees Council representative to the Foundation Board.

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226 **MOTION:** To amend the Bylaws of USA Swimming Foundation, Inc., effective upon subsequent approval by the USA Swimming Board of Directors:

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- Section 7.1 Trustees Council. The Foundation shall be supported by a Trustees Council. <u>Other</u>
- 230 <u>than the Trustees Council Representative, who shall serve as a voting director pursuant to</u>
- 231 <u>Section 3.2(c), Mmembers</u> 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
- 233 Foundation.
- 234 Seconded. APPROVED.

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### MANAGEMENT PARAMETERS MONITORING

- 237 Mr. Vincent briefly described what the Ends monitoring reports entail, as well as the process
- by which they are distributed and discussed prior to Board meetings.

239 240

### **POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES**

241 Mr. Vincent presented Policy 3.4, Financial Condition & Activities (Attachments 13 - 20).

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

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Eric Skufca, Chief Financial Officer, began with seeking Board acceptance and approval of the organization's 2020 financial audit.

249 250

- Kenneth Chung, Vice Chair of Fiscal-Oversight and Audit Committee Chair, highlighted the Audit Committee's process, including discussion with the external audit firm, to recommend
- 253 that the Board accept and approve the 2020 audit report with a clean, unqualified opinion.

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255 MOTION: To approve USA Swimming's 2020 Audit Report. Seconded. APPROVED.

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Mr. Skufca reported that the Investment Committee worked with the staff and external investment manager to strategically update the organization's Investment Policy Statement through its annual review. Mr. Skufca noted updates to the USA Swimming statement were more housekeeping (minor), while the Foundation statement had some slight long-term strategy shifts.

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Mr. Chung commented on the Investment Committee's work with First Western Trust to look at the best pathways forward, noting that the organization's investment returns have allowed the organization to re-invest in membership at all levels.

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**MOTION:** To approve updates to the USA Swimming's Investment Policy Statement as review and recommended by the Investment Committee. Seconded. **APPROVED.** 

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Mr. Chung shared his appreciation of staff for being financially transparent with the Board and membership.

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### POLICY 3.6: FINANCIAL PLANNING AND BUDGETING

274 Mr. Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 21 - 24).

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Mr. Skufca elaborated on the budget process that is conducted by the entire staff through a continued collective effort for a financial plan yearly, each quad and beyond. Mr. Skufca noted how the staff collectively prioritizes revenue and expenses.

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Mr. Skufca highlighted the Quad Business Plan Summary, including the flexibility of how the entity operates, with some years being an operating surplus and others being an operating deficit, but noting there is a purpose behind each year's projection to reach goals at the end of the quad.

283284

285 Mr. Chung added that the organization does not exist to make money but to strategically support and provide services to the membership.

287

Mr. Skufca presented the three Board-related budget items to be approved, including the Board of Directors budget, the Board Chair's travel budget and the audit and tax fees.

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Mr. Chung asked for the Board to approve the Board-related items to be incorporated into the 2022 budget.

**MOTION:** To approve Board related programs and expenses for the 2022 budget. Seconded. **APPROVED.** 

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**MOTION:** To approve that the performance monitoring report on Policy 3.6, "Financial Planning and 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.** 

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### **POLICY 3.10 LSC REPORTING REQUIREMENTS**

Mr. Vincent presented Policy 3.10, LSC Reporting Requirements (Attachment 25).

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Ms. Howard reported that a new LEAP program has been implemented, with half of the LSCs going through the new streamlined structure in 2021 and the remaining LSCs doing so in 2022.

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Ms. Howard provided an update on the LSC Affiliation Agreement, noting the first version is set to expire at the end of 2021 and the biggest compliance challenge has been the section regarding Financial Management. Ms. Howard reported that there are currently sixteen LSCs not in compliance with that provision and that if those LSCs do not comply, the Board will be asked to enact penalties on those LSCs.

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Ms. Howard highlighted the enhancements to the new LSC Affiliation Agreement, including requiring LSCs to remain in good standing with their home state by filing taxes, formalizing the benefit of the group tax exception, requiring LSCs to report on membership outreach, memorializing an LSC's responsibility to cooperate with USA Swimming and legal counsel in any litigation processes, detailing types of public statements LSCs may issue, gaining approval from USA Swimming regarding any political lobby activities, ensuring if an LSC uses its own insurance, it is the primary insurance and it does not negate USA Swimming's insurance, and formalizing decertification effects and processes of an LSC or USA Swimming (Attachment 26).

324

Ms. Howard stated that once approved by the Board, USA Swimming would present the new agreement to the LSCs with the expectation to execute the new affiliation agreement by the end of 2021.

The Board briefly discussed some of the details of the new agreement, as well as why LSCs may not be complying and suggested further educating the appropriate person(s) within each LSC to ensure compliance.

MOTION: To approve the 2022 - 2023 LSC Affiliation Agreement. Seconded. APPROVED.

**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.** 

### **KEEPING ATHLETES FIRST INITIATIVE**

Ms. McRoberts remarked on the KAF transformation from four key initiatives, each with their own budget, to three initiatives with one budget.

Ms. Howard stated that Safe Sport Club Recognition (SSCR) and Staff Program Resources are divided into three areas: programs and services for clubs and LSCs, club and LSC incentives, and staff support.

Ms. Howard reported that as part of promotions and communications, USA Swimming provided every club with a branded pop-up changing tent, mailed all registered families a Safe Sport family resource guide in which USA Swimming reached every registered family for the first time in its 10-year history, published a Public Service Announcement video for outlining new MAPP requirements, and lastly, conducted a Safe Sport rally towel giveaway at the 2020 Olympic Trials.

 Ms. Howard added that along with every club receiving a pop-up changing tent, clubs who achieved SSCR or renewed their status received additional tents. LSCs were incentivized through a tiered cash program to encourage and support their clubs to achieve SSRC. Lastly, Ms. Howard noted that through staff support, an independent contractor has been engaged to review SSCR applications.

Mr. Shinofield reported that the technology for Online Member Registration (OMR) is largely complete, except for ongoing adjustments recommended by the Membership and Registration subcommittee.

Mr. Shinofield remarked that the IT security initiative is also largely complete with implementation on some items still to come, as well as decisions on the possible need for additional security for existing Swims 1.0.

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> Mr. Shinofield reported that Swims 3.0 is making significant progress, with database architecture close to completion and data warehouse development set for this fall. Mr. Shinofield emphasized the importance of the data warehouse's membership reporting tools, which will cultivate an interactive community amongst LSCs, clubs and coaches through the sharing of information to create a better athlete experience. Mr. Shinofield announced the addition of a data engineer to provide and respond to member services with the anticipation of providing an improved interface for membership.

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Lastly, Mr. Shinofield stated that next steps for OMR and the database warehouse will be testing, followed by taking care of "punch list" items and educating membership.

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### **COACH EDUCATION UPDATE**

Mr. Shinofield introduced MJ Truex, Senior Director, Team Services, Coach and Athlete Development and Maggie Vail, Manager of Education and Curriculum.

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Ms. Vail stated that the Coach Education platform is a professional development program for coaches, with the goal of creating better experiences for athletes through quality coaching. Ms. Vail reported that most of the program will be delivered online, along with inperson offerings to compliment the online content.

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389 Ms. Vail highlighted the two guiding frameworks of the platform, beginning with the Quality Coaches Framework (QCF). Ms. Vail reported that the USOPC provided the QFC, 390 which worked well to organize feedback received from coaches regarding coach education. 391 392 Ms. Vail explained the American Development Model (ADM) within QCF, which focuses on 393 athlete swimming progressions and athlete character development.

- 395 Ms. Truex presented the two learner pathways: New Coach Pathway and Existing Coach Pathway. Ms. Truex explained the New Coach Pathway, starting with prerequisite courses 396 needed prior to coaching on deck, followed by a yearlong learning experience that ends 397 398 with a Core Certification and then transitions to Continuing Education Units (CEUs). Ms. 399 Truex touched on three other yearlong experiences that are available to coaches, depending on their interests and goals, including ADM Age-Group, ADM Senior, and Head 400
- 401 Coaching certificates.

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Ms. Truex described the Existing Coaching Framework that begins with the QCF as a foundation and prerequisite to the other courses. Ms. Truex stated that once the QCF is complete, existing coaches can fast track to CEUs or they can choose one of the various

405 yearlong certification experiences.406

Mr. Shinofield explained that the completed certifications will be available for clubs to check as they hire new coaches.

Ms. Truex gave further details regarding the price structure and ways to earn CEUs throughcoach mentoring and existing membership requirements.

Lastly, Ms. Truex provided next steps, including engaging focus groups, course building, and platform testing and training before launching the platform in September 2022.

### **GUEST SPEAKER**

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417 Rick Adams, USOPC Chief of Sport Performance & NGB Services, thanked USA Swimming
418 for its partnership and remarked on Ms. Mintenko's notable example of women leading in
419 the Olympic Movement. Mr. Adams commented on the work done by USA Swimming that
420 gave athletes the opportunity to win gold medals at the Tokyo Games through the
421 Swimming Trials and in collaboration with the USOPC. Mr. Adams again thanked the
422 organization for its dedication and continued efforts to improve to keep up with the rest of

423 the world. 424

# ENDS/PRIORITY RESULTS MONITORING POLICY 1.1: COMPETITIVE SUCCESS

Ms. Mintenko introduced members of the USA Swimming National Team Division.

Russell Mark, National Team High Performance Manager, provided statistics from the USA Swimming Olympic Team at the Tokyo Games, including 30 medals won — the most medals by a women's team and of any USA Team at the Olympic Games. Mr. Mark highlighted performance metrics, including team improvement between Swimming Trials and the Olympic Games, by getting 55% faster to produce a finalist in every event at the Olympic Games with nine rookies winning individual medals. Mr. Mark emphasized the importance of a pipeline to build a successful team, as well as international experience to compete against countries that are getting faster.

Carliann Brashier, National Team International Games Operations Manager, described the priorities at training camps for the National Team, which include the health and safety of the

athletes as well as performance. Ms. Brashier commented on the many ways performance can be impacted, from flights to time zones to swimming facilities to comforts that make a foreign space feel like home. Ms. Brashier spoke about the significance of creating team spaces for gatherings and team building both at the hotel and competition venue. Ms. Brashier concluded with emphasizing the importance of support staff during a competition such as the Olympic Games, including medical staff, dietitians, USOPC practitioners, and especially for this Olympic year, COVID Liaison Officer Assistance.

Stacy Michael-Miller, National Team Support & Services Director, described USA Swimming's Direct Athlete Support program that allows athletes to focus on training by providing them financial support. USA Swimming increased this support during the COVID-19 pandemic and extended through the end of 2021. Ms. Michael-Miller remarked on the partnership with the USOPC on the Operational Gold program that supports competitive success at the highest level, again through financial means for athletes, so they can focus on training to compete internationally. Ms. Michael-Miller explained the Donor and Athlete Partner Program that allows Foundation donors the opportunity to support athletes in and out of the water financially and with life after swimming. Ms. Michael-Miller closed with reporting on the organization's more intentional focus on mental health through an Athlete Assist Program, support group opportunities, and partnerships with Talkspace, Headspace, and the USOPC medical staff, specifically their mental health consultant.

Matt Barbini, National Team Performance Director, provided a look forward toward the Paris Olympic Games focusing on three priorities: international competition opportunities, direct athlete support, and athlete health. Mr. Barbini reported that high level, international competition experience for athletes is critical to the success of the National Team, noting how much more important it is for open water swimmers. Mr. Barbini remarked on the challenges of navigating the upcoming international competition calendar for multiple athlete groups and additionally budgeting issues leading to challenges to offer competition opportunities to athletes. Mr. Barbini did note that the schedule gives USA Swimming the opportunity to directly select teams for the pre-Olympic year in 2023, allowing the organization to have a clearer idea of what kind of performance to expect for the 2024 Olympic Games. Mr. Barbini briefly described a more efficient resource allocation through the Direct Athlete Support. Lastly, Mr. Barbini reported on the continued progress on athlete health, both physically and mentally through more personalized services

 and responsiveness.

Mr. Vincent presented Policy 1.1, Competitive Success (Attachment 27).

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

481

- 482 **CLOSED SESSION (2.3.6)**
- 483 **LITIGATION UPDATE**
- The Board went into closed session so Ms. Steinfeld could provide a legal update.

485 486

- **COMPENSATION COMMITTEE UPDATE**
- 487 Staff left the meeting as the Board remained in closed session for compensation discussions.

488

- 489 **STAFF UPDATES**
- 490 Mr. Hinchey submitted a written report to the Board (Attachment 28).

491 492

- SAFE SPORT VIETH REPORT PROGRESS UPDATE
- 493 Ms. Howard provided a brief overview of the Vieth Report that was commissioned to
- 494 evaluate USA Swimming's Safe Sport program, as well as to provide recommendations to
- improve the program. Ms. Howard reported that USA Swimming has fully implemented all
- 496 the items that were recommended to the organization, with the only exceptions being the
- recommendations that are now best suited for the in the U.S. Center for Safe Sport
- 498 (Attachment 29).

499 500

- IRC COMMITTEE UPDATE
- Mike Unger, Chief Operating Officer, asked the Board to approve the International Relations
- 502 Committee's recommendation of Mr. Brearton as USA Swimming's delegate to the
- 503 Federation Internationale De Natation (FINA) Extraordinary Congress on December 15,
- 504 2021.

505

- 506 **MOTION:** To approve Chris Brearton as USA Swimming's delegate to the FINA Extraordinary
- 507 Congress December 15, 2021. Seconded. APPROVED.

508

- Mr. Unger reported on two changes to the recommendations for FINA committees and panels
- that were previously approved by the Board, including Mr. Brearton being nominated for a
- spot on the Finance Committee and Jeff Cook now being added to the FINA doping panel
- 512 (Attachment 30).

### "PIVOT" PRESENTATION

Mr. Hinchey briefly described the organization's impetus for "pivoting" forward and the importance of that theme for the next quad.

517

514

Ms. McRoberts briefly explained the two frameworks within which USA Swimming operates, including its charge as the NGB of the sport of swimming, as well as its Purpose & Ends (Priority Results) which guide the organization's overall strategies.

521

Mr. Hinchey added that if USA Swimming achieves its Ends of competitive success, developing and providing resources to membership, and continued public engagement with swimming, it will achieve its goal of being a best-in-class NGB. Mr. Hinchey remarked how the Annual Business Meeting (ABM) will allow the organization the opportunity to increase membership involvement in annual business planning.

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Mr. Hinchey presented USA Swimming's Pyramid that depicts how the organization can positively contribute to all areas of the sport of swimming. Additionally, Mr. Hinchey presented the organization's priorities, including stewarding its financials, mitigating threats, and growing the sport.

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Mr. Skufca shared the organization's average revenue and expenses for the current quad, showcasing how the organization is projecting to approximately breakeven operationally for the quad.

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534

Mr. Shinofield added that USA Swimming events do not exist to make money but rather are used as investments in grassroot athletes.

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Mr. Unger briefly explained event finances, using the example of the 2020 Olympic Trials which is generally a revenue generator but more importantly, an opportunity for athletes and coaches to compete.

542543

Ms. McRoberts added another example of USA Swimming prioritizing resources by noting the organization's ability to continue the efforts of the KAF initiative during the COVID pandemic due to responsible financial stewardship.

547

Mr. Shinofield highlighted program resources and services for members, including access to affordable, high-quality insurance, SwimAssist for sexual abuse survivors, grants for clubs to ensure they can offer new opportunities for communities that do not have access to

competitive swimming and funding of diverse programs that offer opportunities to women and underrepresented coaches.

Mr. Shinofield reported that one of the biggest obstacles for the organization during COVID was the loss of younger swimmers who missed opportunities due to the prioritization of pool time for older swimmers. Mr. Shinofield remarked on the work that needs done to engage families and provide them with opportunities within the sport, specifically competitions.

Mr. Unger commented on the challenges of competitions, including COVID mitigation, facility access, specifically college and school campuses, continued need for increased health and safety protocols, and limited development of new facilities.

Mr. Hinchey added that a silver lining from competition challenges is the organization's commitment to providing more long course competitions, including the creation of the TYR 18 & Under Cup.

Mr. Shinofield stated that a priority to growing the sport of swimming will be for USA Swimming to provide opportunities in the sport for everybody in every community. Mr. Shinofield noted that the organization will work with local partners and leverage experts in the field to expand community impact programs. Mr. Shinofield announced that Shaun Anderson, Senior Advisor of Community Outreach & Engagement, will focus more on the expansion of the community swim team programs to provide significant opportunities in communities that do not have accessible swimming programming. Additionally, Mr. Shinofield added that within the Coach Education program, Diversity, Equity, and Inclusion (DEI) is embedded in the curriculum including how to implement DEI within their communities.

Shana Ferguson, Chief Commercial Officer, remarked on USA Swimming's efforts to bring in more revenue in more diverse ways, which will allow the organization to increase member resources. Ms. Ferguson highlighted the commercial additions during 2021 to increase revenue, including three new sponsors, four new suppliers, and nine new licensees under the USA Swimming umbrella.

Ms. Ferguson reported on the path for revenue growth through an increased focus on e-commerce and retail, implementation of a more aggressive partnership sales strategy, and growing events. Ms. Ferguson added that the Foundation Board has also provided an avenue

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These minutes will be officially approved by the USA Swimming Board of Directors at its December 6, 2021 meeting.

for increased and diversified revenue, by moving from an advisory board to fundraising board.

589 590

Ms. Ferguson noted the need to continue to develop new platforms and to produce more revenue for additional member resources and programs.

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Ms. Mintenko noted the importance of gender equality that USA Swimming provides for its athletes through equal gender representation for roster spots, direct athlete support and prize money.

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### **CLOSING ROUNDTABLE**

### **NEXT MEETING / EVENTS**

- Toyota U.S. Open / December 1 4 / Greensboro, NC
- Board of Directors Meeting / Monday, December 6, 2021 / Miami, FL
- Foundation Board of Directors / Tuesday, December 7, 2021 / Miami, FL
- Golden Goggle Awards / Tuesday, December 7, 2021 / Miami, FL
- Speedo Winter Juniors / December 8 11 / Greensboro, NC & Austin, TX
- Short Course World Championships / December 16 21 / Abu Dhabi

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### APPRECIATION TO OUTGOING BOARD MEMBERS

Mr. Vincent thanked outgoing Board members, Jay Thomas and Jim Sheehan, for their work on the Board of Directors.

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### **MEETING ASSESSMENT**

The Board engaged in a round table discussion assessing the day's meeting that included expressing enthusiasm for the National Team presentation on Team USA's success at the Olympic Games, as well as the Coach Education initiative, conveying gratitude for the Board's work and Mr. Vincent's leadership through the new governance structure, as well as the COVID-19 pandemic, sharing appreciation for Mr. Sheehan and Mr. Thomas for their contributions to the Board and the sport of swimming, and lastly, encouraging the staff to show more of their good work to membership.

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### **ADJOURN**

620 Mr. Vincent adjourned this meeting at 4:13 p.m. Mountain Time.

621

622 Respectfully submitted:

Michelle Steinfeld, Secretary and General Counsel

Mulle Stufall

Bob Vincent, Board Chair

### **USA Swimming Board of Directors Meeting Minutes**

September 24, 2021 / Colorado Springs, CO

| Attachment 1  | Page 2 – Agenda: September 24, 2021                        |
|---------------|------------------------------------------------------------|
| Attachment 2  | Page 3 – DRAFT BOD Minutes May 7, 2021                     |
| Attachment 3  | Page 3 - DRAFT Special BOD Minutes August 25, 2021         |
| Attachment 4  | Page 3 – Hurricane Ida Resolution                          |
| Attachment 5  | Page 4 – New Membership Category Proposal                  |
| Attachment 6  | Page 5 – Proposed Bylaw Changes                            |
| Attachment 7  | Page 6 – USA-S Foundation Q2 2021 Financial Stmt. Report   |
| Attachment 8  | Page 6 – 2020 USA-S Foundation Audit                       |
| Attachment 9  | Page 6 – 2020 USA-S Foundation Audit – Rec Letter          |
| Attachment 10 | Page 6 – 2020 USA-S Foundation Audit – SAS 114 Letter      |
| Attachment 11 | Page 6 – USA-S Foundation IPS - Clean                      |
| Attachment 12 | Page 6 – USA-S Foundation IPS - Redline                    |
| Attachment 13 | Page 7 – Policy 3.4 Financial Condition and Activities     |
| Attachment 14 | Page 7 – USA-S Q2 2021 Financial Statement Report          |
| Attachment 15 | Page 7 - 2020 USA-S Affiliates Consolidated Audit          |
| Attachment 16 | Page 7 – 2020 USA-S Affiliates Audit – Rec Letter          |
| Attachment 17 | Page 7 – 2020 USA-S Affiliates Audit – SAS 114 Letter      |
| Attachment 18 | Page 7 – Q2 2021 Combined Quarterly Investment Port. Stmt. |
| Attachment 19 | Page 7 – USA-S IPS - Clean                                 |
| Attachment 20 | Page 7 – USA-S IPS – <b>Redline</b>                        |
| Attachment 21 | Page 8 – Policy 3.6 Financial Planning and Budgeting       |
| Attachment 22 | Page 8 – USA-S 2021 Budget v. 2021 Projection              |
| Attachment 23 | Page 8 – Business Plan Summary 2017- 2021                  |
| Attachment 24 | Page 8 – BOD Related 2022 Budget Items                     |
| Attachment 25 | Page 9 – Policy 3.10 LSC Reporting Requirements            |
| Attachment 26 | Page 9 – LSC Affiliation Agreement DRAFT                   |
| Attachment 27 | Page 13 – Policy 1.1 Competitive Success                   |
| Attachment 28 | Page 14 – Staff Update for the Board                       |
| Attachment 29 | Page 14 – Vieth Report Progress Update                     |
| Attachment 30 | Page 14 – 2021 IRC Nominations to FINA Committees          |
|               |                                                            |

### **USA Swimming Board of Directors Meeting Minutes**

September 25, 2021 / Colorado Springs, CO

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|---|----|----|------|----|-----|

- 2 Chris Brearton, Board Chair, called the September 25, 2021 Board of Directors meeting to
- 3 order at 1:50 p.m. Mountain Daylight Time with the following members in attendance:

4 5

- PRESENT
- 6 Maya Andrews (virtual), Chris Brearton, Kenneth Chung, Anthony Ervin, Kathy Fish, Bruce
- 7 Gemmell, Jennifer Gibson, Natalie Hall (virtual), Clark Hammond, Tim Hinchey, Ira Klein
- 8 (virtual), Katie Meili, Kathleen Prindle, Bill Schalz, Michelle Steinfeld, Ashley Twichell
- 9 (virtual), Bob Vincent.

10

- 11 **GUESTS**
- Wade Atkins, Bill Charney, Ellen Colket, Erik Collins, David Cottam, Maria Davila, Alina De
- Armas, Lucy Duncan, Tristan Formon, Ryan Gibbons, Kevin Hogan, Patrick Hunter, Paul
- 14 Jampole, Trish Martin, Arlene McDonald, Kevin Milak, Lisa Olack, Ellery Parish, Derek Paul,
- 15 James Peterfish, Shelly Rawding, Barbara Roselli, Cindy Rowland, Kathleen Scandary, Erin
- 16 Schwab, Mike Seip, Lynne Shine, Dave Smith, Shawn Smith, Robin Smith, Mary Jo Swalley,
- 17 Mary Turner, Mary Ellen Tynan, Mary Wallack, Matthew Webber.

18 19

- STAFF
- 20 Rebecca Chafin, Jay Chambers, Paula D'Amico, Shana Ferguson, Abby Howard, Kiki Laino,
- 21 Isabelle McLemore, Lindsay Mintenko, Joel Shinofield, Eric Skufca, Jennifer Thomas, MJ
- 22 Truex, Mike Unger.

23 24

- **BOARD CHAIR REMARKS**
- 25 Chris Brearton explained that the organization had passed legislation to come into
- compliance with Federal Law and United States Olympic & Paralympic Committee (USOPC)
- 27 bylaws through a collaborative and open communication process between the Board, staff,
- and the membership. Mr. Brearton welcomed the new Board members: Tony Ervin, Ashley
- 29 Twichell, Ira Klein, and Clark Hammond.

- 31 Immediate Past Board of Directors (BOD) Chair Bob Vincent thanked BOD Consultant Bill
- 32 Charney for his work and support during his tenure as Board Chair.

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These minutes will be officially approved by the USA Swimming Board of Directors at its December 6, 2021 meeting.

Mr. Brearton reported that the next Board of Directors meeting will be December 6, and
 between now and then the Board will work on committee compositions, a Board

orientation, and a schedule for future Board meetings.

37

Chief Operating Officer (COO) Mike Unger announced that he has accepted the position of Sports Senior Advisor at FINA.

40

Mr. Brearton expressed his excitement for the Board and encouraged all Board members to attend the Board orientation.

43 44

- **ADJOURN**
- 45 Chris Brearton adjourned this meeting at 1:55 p.m. Mountain Daylight Time.

46

47 Respectfully submitted:

11/11/11/11/ SAHUJUU

Michelle Steinfeld, Secretary and General Counsel

Chris Brearton, Board Chair

#### CORPORATE BYLAWS OF USA SWIMMING

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## CORPORATE BYLAWS OF USA SWIMMING

Please note that these Bylaws are subject to change at any time by the Board of Directors. The most current version can be found on the USA Swimming website.

All capitalized terms used but not defined herein shall have the meanings set forth in the USA Swimming Rulebook Official Glossary.

Last Updated: September 26 December 6, 2021

## ARTICLE 1 PREAMBLE

- 1.1 DESCRIPTION OF ORGANIZATION USA Swimming, Inc., a Colorado corporation, is the National Governing Body for swimming in the United States and is referred to herein as USA Swimming. USA Swimming is responsible for the conduct and administration of swimming in the United States and is affiliated with the Federation Internationale de Natation (FINA), the international federation for aquatics, through United States Aquatic Sports, Inc. (USAS). <a href="USAS">USA Swimming may</a> andly be a member of one international federation at any given time. As a member National Governing Body (NGB) of the United States Olympic & Paralympic Committee (USOPC), USA Swimming shall submit to binding arbitration conducted in accordance with the Commercial Rules of the American Arbitration Association in any controversy involving its recognition as a National Governing BodyNGB or involving the opportunity of any athlete, coach, trainer, manager, administrator or official to participate in international competition, as provided for in the Ted Stevens Olympic & Amateur Sports Act (Act). Additionally, as a member NGB of the USOPC, USA Swimming must fulfill all responsibilities as an NGB set forth in the Ted Stevens Olympic and Amateur Sports Act (Act) and by the USOPC.
- 1.2 OPEN MEETINGS All meetings of USA Swimming, its Local Swimming Committees (LSC), divisions and committees, shall be open to all members of USA Swimming, except in those situations where by majority vote of the meeting body it would be in the best interests of USA Swimming to hold closed session (e.g., those relating to personnel or legal matters).

Commented [MS1]: Audit Standard A.1.d

- 1.3 ELIGIBILITY No conditions or restrictions to eligibility for participation in open competitive events may be imposed unless otherwise set forth in these Bylaws or the USA Swimming Rules and Regulations. It is the intent and purpose of USA Swimming to provide an equal opportunity to eligible athletes, coaches, trainers, managers, administrators, and officials to participate in athletic competition within its jurisdiction, without discrimination on the basis of race, color, religion, age, gender, disability, or national origin.
- 1.4 ROBERT'S RULES OF ORDER At meetings of the USA Swimming House of Delegates, the current version of Robert's Rules of Order shall be the governing rules, unless suspended by the House of Delegates. At all other meetings of USA Swimming and any of its constituent bodies, boards, committees or other entities, the current version of Robert's Rules of Order may be used, where appropriate, at the discretion of the meeting chair.

#### ARTICLE 2 MEMBERSHIP

- 2.1 REQUIREMENTS OF MEMBERSHIP All members of the House of Delegates, Board of Directors, and any committee, sub-committee, or division of USA Swimming, appointed or elected, must hold an individual membership pursuant to the provisions of this Article, unless otherwise specified by the Board of Directors. Any person with password access to the USA Swimming database must hold an individual non-athlete membership.
- 2.2 CLASSES OF MEMBERSHIP The Corporation shall have no voting members, as defined in the Colorado Revised Nonprofit Corporation Act. However, the membership of USA Swimming shall consist of the following two classes of nonvoting members, whose rights and privileges are as set forth in these Bylaws: group members, including clubs, seasonal clubs and other organizations interested in competitive swimming; and individual members, including athletes and non-athletes.

#### 2.3 GROUP MEMBERSHIP

- .1 Club Membership
  - A. Club membership is for a calendar year. A club applying for membership on or after September 1 will receive membership valid through December 31 of the following year.
  - B. An LSC may provide for a seasonal club membership for the period established by the LSC pursuant to these Bylaws. Seasonal clubs may not compete at or above the Zone Championship level.
  - C. An LSC shall not impose requirements for club membership in addition to those set forth in these Bylaws.
- .2 Organizational Membership
  - A. The Board of Directors may establish classes of organizational membership.
  - B. Any organization which is interested in competitive swimming, on either the national, state, or local level, may join USA Swimming.

# 2.4 INDIVIDUAL MEMBERSHIP

- .1 Any individual may join USA Swimming as a member.
- .2 Athlete membership consists of five categories:
  - A. **Premium** (LSCs are required to offer this membership) Membership is for a calendar year.
  - B. Flex (offered at option of LSC)— Flex memberships may be offered for the same period of time as a Premium Membership. Flex membership is for athletes 18 and under.
  - C. **Outreach** (LSCs are required to offer this membership) Premium membership with specially reduced fees. Each LSC House of Delegates shall determine how athletes qualify for outreach membership.
  - D. **Seasonal** (offered at option of LSC) Membership may be offered for one or two periods of not more than 150 days per period with a registration year. Seasonal membership may also be offered for an unspecified but continuous period of not more than 150 days commencing on the date of registration. Seasonal membership is not valid for competition at or above the Zone Championship level.

- E. **Single Meet Open Water** (offered at option of LSC) Membership may be offered for the specific date(s) of an open water competition(s). The swimmer must compete unattached. Single-meet membership is not valid for competition at or above the Zone Championship meet.
- .3 Athlete members who register with an LSC and USA Swimming are eligible for sanctioned swimming competition. Flex members are eligible to compete in only two sanctioned competitions per registration year. Flex members may not compete at or above the LSC Championship level. An athlete member shall not be registered in more than one LSC simultaneously.
- .4 Flex members who transition to the Premium athlete membership category within the same calendar year, will be able to credit the Flex athlete membership cost to the Premium athlete membership cost by paying the difference between the cost of the Flex membership and the Premium membership.
- .5 Non-athlete membership consists of two classes: individual and life. Individual non-athlete members are designated as Coaches, Junior Coaches, Officials or Other.
- .6 Each class of membership (except life membership, seasonal membership and single-meet open water membership) is for a calendar year period. Individuals applying for calendar year membership on or after September 1 will receive membership valid through December 31 of the following year.
- .7 An LSC shall not impose requirements for Individual Membership in addition to those set forth in these Bylaws, except an LSC may require that persons other than Life Members who register as unattached members must reside within the LSC's geographical boundaries. An LSC may require proof of birth date prior to competition in age-classified events.
- 2.5 CONDITIONS OF MEMBERSHIP As a condition of membership in any category, an individual agrees to submit to the jurisdiction of USA Swimming with respect to any violation of the Rules and Regulations or Code of Conduct of USA Swimming that occurs during a period when that individual was a member or participating in the affairs of USA Swimming, and further agrees that USA Swimming retains jurisdiction over such violations and individual even if such individual ceases to be a member of USA Swimming.

#### 2.6 PRIVILEGES AND RESPONSIBILITIES OF MEMBERSHIP

- .1 A Coach member of USA Swimming must be at least eighteen (18) years of age. Junior Coach members must be age sixteen (16) or seventeen (17).
- .2 All non-athlete members of USA Swimming must have satisfactorily completed criminal background checks as required by USA Swimming. The criminal background check requirement is waived for Junior Coach members.
- .3 All adult members of USA Swimming, including athletes and junior coach members, must have satisfactorily completed athlete protection education as required by the U.S. Center for SafeSport.
- .4 All clubs, including seasonal clubs, shall ensure that all athletes and coaches participating in practices and USA Swimming sanctioned competition are members of USA Swimming.
- .5 All referees, starters, administrative officials, chief judges, and stroke and turn judges must be non-athlete members of USA Swimming.
- .6 The following individuals are required to be non-athlete members of USA Swimming:
  - A. Adult employees of USA Swimming, LSCs, and member clubs;
  - B. Adults serving on the board of directors of USA Swimming, LSCs, and member clubs;
  - C. Individuals in a position of oversight over the operations of a member club;
  - D. Adults with an ownership interest in a member club;
  - E. Referees, starters, administrative officials, chief judges, stroke and turn judges, and, as of January 1, 2022, meet marshals; and
  - F. Other volunteers who interact directly and frequently with or have authority over athletes (as defined in the SafeSport Code for the Olympic and Paralympic Movement) as a regular part of their duties.

This does not apply to volunteers such as timers, computer operators, etc., who only have limited contact with athletes during a meet. However, any individual who is banned, currently suspended or ineligible for membership is prohibited from serving as a timer or computer operator or otherwise being on deck at any time in connection with a USA Swimming activity.

- .7 Anyone who coaches swimmers at a USA Swimming practice or competition must be a Coach member or Junior Coach member of USA Swimming and must have satisfactorily completed safety training, criminal background checks and other coaches' education as required by USA Swimming. Junior Coach members are not required to complete a criminal background check but are subject to pre-employment screening.
- .8 Junior Coach members must always be under the direct visual supervision of a registered Coach member.
- .9 All clubs which register for the first time as a year-round club member shall comply with the New Club Membership Requirements established by USA Swimming.
- .10 All clubs are required to comply with USA Swimming Pre-Employment Screening Procedures for New Employees for all new employees who are required to be members under these Bylaws.
- .11 All clubs must have either (i) at least one member coach and a board of directors or other governing board; or (ii) at least two member coaches.

#### 2.7 FEES

- .1 The annual fee for each class of membership is composed of the following elements:
  - A. A national fee established by the Board of Directors, except those changes to fees for Club membership (including seasonal) and the Individual categories of non-athlete (Coach, Official, and Other), premium, seasonal, outreach and single meet open water must be approved by the House of Delegates; and
  - B. A local fee established by the LSC. The local fee for the Outreach Membership may not exceed \$2 and the local fee for the Flex Membership may not exceed \$10.
- .2 An LSC may charge a fee for transfers.
- 2.8 DELINQUENT DUES AND FEES If any member or the legal representative of any member has secured a court judgment against any other member for non-payment of financial obligations due such member in the normal and usual course of activities or business associated with membership in and of swimming, that member's membership rights may be suspended only after a hearing before the National Board of Review until the judgment is satisfied.
- 2.9 TERMINATION OF MEMBERSHIP Membership in USA Swimming may be terminated according to the process set forth in Part Four of the USA Swimming Rules and Regulations.

# ARTICLE 3 CORPORATE OFFICERS

#### 3.1 CORPORATE OFFICERS

- .1 The President & CEO is the chief executive officer of USA Swimming. The President & CEO shall have all the duties incident to that office and those specifically assigned by the Board of Directors. The President & CEO shall serve at the pleasure of the Board of Directors. For international purposes, the President & CEO shall be recognized as the Secretary General of USA Swimming. The President & CEO serves as a non-voting Ex-Officio member of the Board of Directors.
- The Vice President & COO is the chief operating officer of USA Swimmingappointed by the President & CEO. The Vice President & COO shall have all the duties incident to that office; those specifically assigned by the President & CEO; and shall perform the duties of and have the authority and exercise the power of the President & CEO when the President & CEO is absent or incapacitated. The Vice President & COO shall serve at the pleasure of the President & CEO.
- .3 The Treasurer & CFO is the chief financial officer of USA Swimming. The Treasurer & CFO shall have all the duties incident to that office; those specifically assigned by the President & CEO; or specifically set forth in these Bylaws. The Treasurer & CFO shall serve at the pleasure of the President & CEO.
- .4 The Secretary & General Counsel is the chief legal officer of USA Swimming. The Secretary & General Counsel shall have all the duties incident to that office; those specifically assigned by the President & CEO; and, in addition, shall be responsible for the legal affairs of USA Swimming under the direction of the Board of Directors and the President & CEO. The Secretary & General Counsel shall serve at the pleasure of the President & CEO. The Secretary & General Counsel serves as a non-voting Ex-Officio member of the Board of Directors.

ARTICLE 4
BOARD OF DIRECTORS

Commented [MS2]: Revised re Mike's departure

- 4.1 GENERAL MEMBERSHIP The Board of Directors shall have fifteen (15) voting members. The President & CEO and Secretary & General Counsel shall be non-voting Ex-Officio members. Board members are volunteers and are not compensated for their services, but they may receive reimbursement for approved expenses reasonably incurred as part of Board duties.
- 4.2 VOTING BOARD MEMBERS shall be as listed herein; a minimum of three (3) coaches shall be maintained.
  - .1 The Immediate Past Board Chair shall be a voting member.
  - .2 The Chair of the National Team Steering Committee shall be a voting member.
  - .3 Five (5) 10-Year Athlete representatives shall be voting members and shall be directly elected by athletes who meet the same standards as 10-Year Athletes. The five (5) 10-Year Athlete representatives shall be: The USOPC AAC representative, the USOPC AAC alternative, and three (3) at-large 10-Year Athlete representatives.
  - .4 Seven (7) individuals elected by the House of Delegates in accordance with 6.3 (Elections) shall be at-large voting members, at least two (2) of whom shall be semi-independent. A minimum of one (1) from each zone's geographic area shall be maintained among the members who are elected by the House of Delegates. NOTE: If the Immediate Past Board Chair was originally elected by the House of Delegates as an at-large voting member, he or shethely may be included as one (1) of the individuals on the Board to fulfill the Semi-Independent requirement and/or as one (1) of the individuals on the board to fulfill the zone geographic area requirement.
  - .5 One (1) individual directly representing the interests of all organizations that are members of USA Swimming pursuant to 2.3 and which conduct a national program or regular national athletic competition on a level of proficiency appropriate for the selection of swimmers to represent the United States in international swimming competition ("Allied Member Director") shall be a voting member. The Board of Directors shall determine whether an organization satisfies the criteria of this Article. If there is no Allied Member Director, there will be an additional individual elected by the House of Delegates in accordance with 6.3 (Elections), who shall be an at-large voting member
- 4.3 TERM OF OFFICE Elected Board members shall hold office for terms of four (4) years or until their successors are elected. Their term of office shall commence at the close of the annual meeting of the House of Delegates at which they are elected. Terms shall be staggered such that approximately one-fourth (1/4) of the Board members are elected annually. Each Director is eligible to be nominated for two consecutive terms. A person so elected for successive terms is eligible for re-election to the Board of Directors after the lapse of two years. Terms of less than thirty (30) months served to fill a vacancy on the Board shall not be considered in the computation of time for this purpose.
- 4.4 BOARD OFFICERS The Board of Directors shall elect its own officers from among its voting members in oddnumbered years, except the Immediate Past Board Chair, the National Team Steering Chair, and the Allied Member Director shall not be eligible for election to an office. The Board of Directors, by a sixty percent (60%) majority vote, may call for an election of a new officer before the relevant term has expired.
  - .1 **Board Chair** USA Swimming shall have a Board Chair who shall preside at all meetings of the Board; 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; be the official spokesperson of the Board of Directors; and perform such other duties as the Board may from time to time prescribe.
  - .2 **Board Vice-Chair** The Board Vice-Chair shall perform such duties as set forth in these Bylaws or as may be assigned by the Board of Directors and shall perform the duties of the Board Chair in the event of the Board Chair's absence. disability, or refusal to act.
  - .3 **Vice-Chair Fiscal Oversight** The Vice-Chair Fiscal Oversight shall perform such duties as outlined in these Bylaws and Board Governing Policy Policies Manual, or as otherwise assigned by the Board of Directors.
  - .4 Terms of Board Officers
    - A. The term of the Board Chair shall be four (4) years. The Board Chair shall not serve more than one term as Board Chair.
    - B. The terms of the Board Vice-Chair and Vice-Chair Fiscal Oversight shall be two years. No member shall serve more than two consecutive terms as Vice-Chair Fiscal Oversight.
    - C. A person elected as Board Vice-Chair in the mid-term cycle of the Board Chair, shall be the Vice-Chair/Chair-Elect and assume the office of Board Chair after two years.
    - D. Exception to the Term of Office as stipulated in 4.34 above shall be made for the Vice-Chair/Chair-Elect, the Board Chair, and the Immediate Past Board Chair, whose terms shall be

Commented [MS3]: Audit Standard A.3.a(k)

**Commented [MS4]:** Definitional change required by USOPC and explained below in the new Bylaw 4.6

**Commented [MS5]:** Revised to be gender neutral, similar changes made throughout.

**Commented [MS6]:** Revised to include correct cite to Term of Office paragraph

automatically extended, (i.e., without having to be re-elected to the Board by the House of Delegates for the duration necessary to fulfill the ascendancy of those three offices).

E. If a Board officer vacates his or hertheir seat for any reason, the Board shall hold an election to elect another Board member to fill the remainder of the term of that office.

#### 4.5 REMOVAL AND RESIGNATION OF DIRECTORS

- 1. Any Director of USA Swimming who has failed to attend to his or hertheir official duties or responsibilities or has done so improperly, or who has violated the USA Swimming Code of Conduct-, may be removed from office by the National Board of Review pursuant to Part Four of the USA Swimming Rules and Regulations, in an action authorized by a two-thirds (2/3) vote of the entire voting membership of the Board of Directors. Any appeal of the decision of the National Board of Review shall be heard by the Board of Directors as a whole (not by a panel thereof) and any decision of the Board of Directors in favor of removal of a Director shall require a two-thirds (2/3) vote of the entire voting membership of the Board of Directors.
- 2. Absence from more than one (1) of the five (5) regularly scheduled meetings in the Board's annual planning cycle will constitute that member's resignation from the Board. The annual planning cycle starts upon adjournment of the House of Delegates annual meeting. In case of extenuating circumstances, a Board member may request a waiver to this provision. Waivers may be granted by vote of the Board or at the discretion of the Board Chair. In the latter case, the Board Chair shall inform the Board of such waiver.
- 4.6 QUALIFICATIONS. Board members must be at least 18 years old and have the legal right to work in the United States without sponsorship, and they should have the highest personal values, judgment, and integrity, as well as a commitment to USA Swimming ideals.
  - 1. An individual is ineligible for Board membership if they have:
    - a) A felony conviction involving harm to a member of a vulnerable population such as children, elderly, or individuals with a disability;
    - b) A felony conviction for sexual abuse or assault of any kind;
    - c) A felony conviction for a hate crime;
    - d) Served a period of ineligibility for an Anti-Doping Rule Violation as determined by the World Anti-Doping Code; or
    - e) Served a period of ineligibility for a SafeSport Code violation as defined by the U.S. Center for SafeSport or USA Swimming's Safe Sport program.

Any other felony conviction must be disclosed in advance of consideration for service as a Board member and may be considered in evaluations. Any misdemeanor, suspension, or ineligibility from a sport or sport organization for rules violations or otherwise must also be disclosed for similar consideration. Board members have an ongoing duty to disclose. If a potential or existing Board member is under investigation for, or has been formally accused of, any of the above infractions, that individual may be asked to suspend their candidacy or leadership role until the investigation or accusation has been adjudicated. The Secretary & General Counsel will receive disclosures and resolve questions and disputes in eligibility and the application of these qualifications for service.

- Board members may not be officers at another NGB.
- 3. Board members must be selected without regard to race, color, religion, national origin, or sex.
- 4. Independent Board members should have an obvious connection to swimming as a swimmer, parent of a swimmer, coach, official, etc. However, a Board member is not considered "Independent," if in the two years preceding their election or appointment, or at any time during their service on the Board, they:
  - a. Were employed by or held any governance position (whether paid or volunteer position) with USA
    Swimming. FINA. the international regional sport entity, or any sport family entity connected to USA
    Swimming. e.g. United States Aquatics Sports. Union Americana de Natacion/PanAm Aquatics, an LSC,
    etc. Independent Board members are excepted from the requirement prohibiting them from holding any
    governance office if the only governance position they hold is their Board position or related to their
    Board position.
  - b. Had an immediate family member employed by or holding any governance position (whether paid or

Commented [MS7]: Added from the USOPC Bylaws

Commented [MS8]: Audit Requirement A.3.a(d)(i)

Commented [MS9]: Audit Requirement A.3.a(f)(i)

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volunteer position) with USA Swimming, FINA, the international regional sport entity, or any sport family entity connected to USA Swimming, e.g. United States Aquatics Sports, Union Americana de Natacion/Amateur Swimming Union of the Americas. an LSC, etc.

- c. Had been affiliated with or employed by USA Swimming's outside auditor or outside counsel.
- d. Had an immediate family member affiliated with or employed by USA Swimming's outside auditor or outside counsel.
- e. Had been a member of USA Swimming's Athletes' Advisory Council (AAC).
- f. Had been a member of any constituent group with representation on the Board.
- g. Had received any compensation from USA Swimming, directly or indirectly. Independent Board members are excepted from the requirement prohibiting them from accepting any payment from USA Swimming, provided that all payments received are reimbursements for approved expenses reasonably incurred as part of their Board duties.
- h. Had been an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USA Swimming.
- i. Had been the parent or close family member or coach of an athlete that has competed in Protected Competition, as defined by the USOPC Bylaws in effect at the time.
- j. Had been a member of USA Swimming in a membership category that participates in Protected Competition, as defined by the USOPC Bylaws in effect at the time.
- 4.67 VACANCIES If a vacancy occurs on the Board of Directors, and the unexpired term of such Director exceeds six (6) months, a successor shall be appointed to fill the unexpired term of the vacated office, as follows:
  - .1 Board Members Elected by the House of Delegates Any vacancy shall be filled by a majority vote of the remaining Board members.
  - .2 Athlete Members Any vacancy shall be filled by a majority vote of the USA Swimming Athletes' Advisory Council AAC.
  - .3 Immediate Past Board Chair Any vacancy shall be filled by a majority vote of the remaining Board members the next most Immediate Past Board Chair.
- 4.78 AUTHORITY/EMERGENCY POWER The USA Swimming Board of Directors shall have the authority to act for USA Swimming. The Board may amend the Corporate Bylaws as permitted under 10.1.1 but is not permitted to amend any section of the Rules and Regulations except as follows: The Board shall have the emergency power to adopt, revoke, and amend any rule or regulation in the Rules and Regulations if the Board, with the advice and consent of the Operational Risk Committee, the Rules & Regulations Committee, and legal counsel, shall determine that safety considerations so require. A technical rule which is also a FINA rule, may not be revoked or amended. An action taken under this emergency provision shall be effective until the next meeting of the House of Delegates. The Board Chair shall make a fully detailed report including findings of fact to the entire membership of the House of Delegates (as last certified) within thirty (30) days of the action taken.

#### 4.89 MEETINGS

- .1 Regular Meetings Meetings of the Board of Directors shall be held at any time or place, pursuant to resolution of the Board, or to a call signed by the Board Chair, or upon written request of one-third (1/3) of the members of the Board. Not less than thirty (30) days written notice of such meeting shall be given to each Director. Notice of any meeting may be waived in writing either before or after such meeting. Attendance by any Director not having received written notice shall be deemed a waiver of such notice unless 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
- .2 **Special Meetings** Special meetings of the Board of Directors may be held upon no less than 48 hours' notice. Actions taken during such special meetings shall be limited to those pertaining to issues cited in the meeting notice.
- .3 Quorum The presence of a majority of the voting Directors shall constitute a quorum at any meeting of the Board of Directors. Proxy voting is not permitted.

**Commented [MS11]:** To mirror 4.7(1) in the event the next most Immediate Past Board Chair is unable to serve.

- .4 **Minutes** A summary of the proceedings of the meetings of the Board of Directors as approved by the Secretary & General Counsel and the Board Chair shall be posted on the USA Swimming website within one month of each meeting. The minutes as approved by the Board from all meetings of the Board of Directors from at least the three most recent years must be made publicly available on its website.
- 4.910 ACTION WITHOUT A MEETING Action without a meeting may be taken by the Board of Directors if notice as described herein (the "Notice") is transmitted to each member of the Board of Directors, and each member of the Board of Directors by the time stated in the Notice either votes in writing for or against such action, abstains in writing from voting, ails to respond or vote, or fails to demand in writing that action not be taken without a meeting. The Notice shall state the action to be taken, the time by which a Director must respond, that failure to respond by the time stated in the notice will have the same effect as abstaining in writing by the time stated in the notice and failing to demand in writing by the time stated in the notice that action not be taken without a meeting, and any other matters the Corporation determines to include. Action is taken under 4.9-10 only if, at the end of the time stated in the Notice, the affirmative votes in writing for such action received and not revoked 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 the Corporation has not received a written demand by a Director that such action not be taken without a meeting other than a demand that has been revoked.

A Director's right to demand that action not be taken without a meeting shall be deemed to have been waived unless the Corporation receives such demand from the Director in writing by the time stated in the Notice and such demand has not been revoked. Any Director who in writing has voted, abstained, or demanded action not be taken without a meeting pursuant to 4.9-10 may revoke such abstention, or demand in writing received by the Corporation by the time stated in the Notice. All communications under 4.9-10 may be transmitted or received by the Corporation by facsimile, e-mail\_ or other form of electronic communication. Action taken pursuant to 4.9-10 has the same effect as action taken at a meeting of Directors and may be described as such in any document.

# ARTICLE 5 STANDING COMMITTEES OF THE USA SWIMMING BOARD OF DIRECTORS

#### 5.1 STANDING COMMITTEES

- .1 Standing committees of the USA Swimming Board of Directors shall be as listed in this Article.
- .2 Except for those individuals who qualify for a committee via an elected position:
  - A. Non-athlete committee members shall serve three-year terms, except as noted herein:
    - (1) A non-athlete member who accumulates two (2) or more unexcused absences within one (1) calendar year may be removed by the Committee Chair with the consent of the Board Chair.
    - (2) After a warning from the Committee Chair, a non-athlete member who continues to fail to contribute or fulfill assigned duties in a timely manner may be removed from <a href="his/hertheir">his/hertheir</a> committee position by the Committee Chair with the consent of the Board Chair.
    - (3) Committee members shall only be subject to removal for any other reason by the USA Swimming Board of Directors.
    - (4) A member who has been removed shall be notified in writing by the Chair of the committee. The member shall have two weeks to appeal the decision to the USA Swimming Board of Directors.
  - B. Athlete committee members shall be appointed by the USA Swimming AAC and serve two-year terms, except as noted herein.
  - C. Except as noted otherwise in these Bylaws, the terms of members of standing committees shall be staggered so that one-third (33.3%) of all members are appointed each year following the annual meeting of the House of Delegates.
  - D. In the event of a vacancy on a committee caused by any reason, the person/organization responsible for the appointment shall select the person to fill the vacancy for the remainder of the term. If the vacancy occurs in an elected committee position, the Board Chair, in consultation with the Committee Chair, shall appoint a replacement to serve the remainder of the term.
  - E. At least one-third (33.3%) of the voting membership of each committee shall be eligible athlete representatives appointed by the USA Swimming Athletes' Advisory Committee AAC.

- F. A committee member shall serve no more than two\_(2) consecutive terms and may be reappointed following a lapse of one (1) year.
- .3 Unless otherwise specified in these Bylaws, the Board Chair shall appoint all standing committee chairs for one-year terms.
- .4 The Board of Directors may establish special committees or task forces as it sees fit to assist in its functions and shall delegate to the President & CEO authority to establish operating committees to ensure member/volunteer input and participation in fulfilling USA Swimming's programming needs. Committee and coordinator details shall be outlined in the USA Swimming Operating Policy Manual or the USA Swimming Rules and Regulations.
- .5 Standing Committees will be responsible to the Board of Directors for the fulfillment of their responsibilities, which will be reflected in the Board Governing Policies Manual. Reporting to the Board shall be through the Board Chair or the Board officer or member as designated by the Board Chair.
- .6 Unless specifically provided elsewhere in these Bylaws, all committee meetings shall be regular committee meetings, unless specifically designated as a special meeting.

#### 5.2 INVESTMENT COMMITTEE

- .1 Membership: The Investment Committee shall consist of six (6) persons, as follows:
  - A. The Vice-Vice-Chair Fiscal Oversight.
  - B. The Board Chair, or a representative appointed by the Board Chair with the approval of the Board of Directors.
  - C. One (1) additional individual appointed by the Board Chair and the Vice-Vice-Chair —Fiscal Oversight with the approval of the Board of Directors.
  - D. Two (2) eligible athlete members.
  - E. One member appointed by the <u>USA Swimming</u> Foundation Board Chair with the approval of the Foundation Board.

None of the members identified in items c – e above may be members of the USA Swimming Board of Directors. Priority is to be given, when making appointments, to individuals with relevant business and/or investment acumen.

.2 Chair: Either the Vice-Vice-Chair — Fiscal Oversight or the Board Chair's duly appointed representative shall serve as the committee chairperson, as determined by the Board Chair in consultation with the Vice-Vice-Chair — Fiscal Oversight.

#### 5.3 AUDIT COMMITTEE

- .1 Membership: The Audit Committee shall consist of <a href="five-six">five-six</a> (56) members, as follows:
  - A. Two (2) eligible <u>a</u>Athlete members.
  - B. The Vice-Vice-Chair Fiscal Oversight.
  - C. The USA Swimming Foundation Treasurer.
  - D. Two additional members appointed by the Board Chair, one of whom shall be a non-officer Board member

Priority is to be given, when making appointments, to individuals with knowledge of financial/audit/tax issues.

.2 Chair: Vice-Vice-Chair Fiscal Oversight

#### 5.4 CREDENTIALS/ELECTIONS COMMITTEE

.1 Membership: The Credentials/Elections Committee shall consist of seven (7) non-athlete members appointed by the Board Chair and a sufficient number of eligible athlete members so as to constitute at least one third (33.3%)-.

[Committee to be replaced by a volunteer Coordinator in September 2022]

#### 5.5 NATIONAL BOARD OF REVIEW COMMITTEE

.1 Membership: The National Board of Review Committee shall consist of such number of members as the Board Chair may deem appropriate from time to time; such non-athlete members shall be appointed by the Board Chair, with the advice of the Secretary & General Counsel, who shall serve as a non-voting Ex-Officio member. At least one third (33.3%) of the voting membership of the National Board of Review Committee shall be eligible athlete representatives whose appointments are approved by the Board athlete representatives. The Chair and Vice-Chair(s) of the National Board of Review shall serve as the Chair and Vice-Chair(s), respectively, of the National Board of Review Committee.

#### NOMINATING COMMITTEE

5.6

- .1 Membership: The Nominating Committee shall consist of nine (9) voting members and one (1) non-voting exEx-efficio Officio member.
  - A. \_\_\_\_Two (2) shall be eligible athlete members (different genders) who meet the USOPC definition of an "athlete representative," proposed by the Athletes Executive Committee and approved by the Board athlete representatives.
  - B. One (1) shall be a 10-Year Athlete representative of the Board of Directors, decided by the five (5) 10-Year Athlete representatives of the Board of Directors.
  - A-C. \_\_\_\_Two (2) shall be coaches; one (1) shall be appointed by the Age Group Development Committee and one (1) shall be appointed by the Senior Development Committee from among all coach members of USA Swimming.
  - B.D. Two-One (21) shall be a current members of the Board of Directors, proposed by the Board Chair and approved by the Board of Directors.
  - C.E. One (1) shall be appointed by the USA Swimming Foundation Board of Directors.
  - □-F. Two (2) individuals (different genders) of independent background intended to enhance and complement the diversity of thought and perspective of the remaining composition of this committee (such as ethnicity, geography, business skills) shall be proposed by the Board Chair and approved by the Board of Directors.
  - E.G. \_\_The President\_& /CEO or his\_or\_hertheir designee shall be a non-voting member\_of the committeeEx-Officio member.
  - H. \_\_\_\_The Committee shall, at its first meeting of each nominations cycle, select a chairperson from among its own membership.
  - F.I. Nominating Committee members shall be ineligible for nomination to the Board.
- .2 Terms of Nominating Committee members shall be three (3) years, staggered such that one-third (1/3) of its members are appointed each year. Members of the Nominating Committee shall not be eligible to be appointed to this committee once they have served two (2) terms.
- .3 ——Duties of the Nominating Committee The Nominating Committee shall:
  - A. issue a call for nominations and prepare a recommended slate of potential Board members in accordance with procedures set forth in the Policy Manual.
  - B. screen proposed candidates to ensure that they meet all requirements for Board membership as set forth in these Bylaws and in applicable Board policies.
  - C. ensure that prospective Board members are informed about the Board's governing structure and of its expectations for individual Board member participation, including but not limited to: adherence to policies pertaining to Board Members' Code of Conduct; attendance expectations; advocating and voting for what is in the best interests of USA Swimming, its members and the sport, and not for any specific stakeholder groups; and not attempting to exercise individual authority over the President/CEO or any members of staff unless explicitly Board-authorized for a specific purpose.
  - D. Nominating Committee members shall be ineligible for nomination to the Board.

**Commented [MS12]:** 1/3 Athlete Representation requirement

#### 5.7 ETHICS COMMITTEE

- 1. Membership: The Ethics Committee shall consist of three (3) voting members and one (1) non-voting Ex-Officio member.
- A. One (1) shall be a 10-Year Athlete representative of the Board of Directors, decided by the five (5) 10-Year Athlete representatives of the Board of Directors.
- B. One (1) shall be an Independent Board Member, appointed by the Board Chair and approved by the Board.
- C. One (1) shall be a semi-independent member of USA Swimming in good standing, appointed by the Board Chair and approved by the Board.
- D. The Secretary & General Counsel or their designee shall be a non-voting Ex-Officio member of the Ethics Committee

The 10-Year Athlete representative of the Board of Directors shall serve as Chair of the Ethics Committee.

#### ARTICLE 6 HOUSE OF DELEGATES

[Effective until September 30, 2023 unless the House of Delegates agrees by a majority vote to extend for an additional oneyear period prior to the aforementioned date, or adopt as permanent legislation by a two-thirds (2/3) vote. The Board of Directors shall appoint an ad hoc working group by October 1, 2022, which will be comprised of an equal number of coaches, Actively Engaged Athletes, 10-Year Athletes, and non-coach, non-athlete members. Prior to any action to extend or make permanent by the House of Delegates, the ad hoc working group shall review the impact of this legislation and present recommendations or actions to the House of Delegates.]

- 6.1 MEMBERS the following shall be the voting members of the House of Delegates:
  - .1 All voting members of the Board of Directors.
  - .2 Coach Director, Non-Coach Director, Athlete Director, and the Junior Athlete Representative from each Zone;
  - .3 Four (4) LSC Athlete Representatives (as defined in the then current Required LSC Bylaws) from each Zone selected by the Athlete Director and the Junior Athlete Representative from each Zone;
  - .4 Three (3) non-coach, non-athlete members from each Zone selected by each respective Zone's Coach and Non-Coach Directors;
  - .5 Seven (7) members of the Rules & Regulations Committee to include the Committee Chair, one (1) athlete member, and five (5) non-athlete members selected by the voting members of the Committee;
  - .6 All coach members of the National Team Steering Committee;
  - .7 Ten (10) members of the Age Group Development Committee to include at least five (5) coach members, three (3) non-athlete members, and two (2) athlete members selected by the voting members of the Committee;
  - .8 Ten (10) members of the Senior Development Committee to include at least five (5) coach members, three (3) non-athlete members, and two (2) athlete members selected by the voting members of the Committee;
  - 9. Seven (7) non-athlete coach members of the Coach Advisory Council selected by the voting members of the Council;
  - .10 Thirteen (13) members of the AEC.
  - .11 One (1) non-coach, non-athlete member from each LSC as selected by each respective LSC's Board of Directors:
  - .12 Three (3) non-athlete coach members from each LSC as selected by each respective LSC's Board of Directors, except that the five (5) LSCs with the smallest number of registered athletes shall select two (2) non-athlete coach members and the five (5) LSCs with the largest number of registered athletes shall select four (4) non-athlete coach members. The size of the LSCs shall be determined by the number of registered athletes as of August 31 of the prior calendar year;
  - .13 A sufficient number of 10-Year Athletes and 10-Year+ Athletes whose voting power shall constitute onethird (33.3%) of the total House of Delegates and shall include the voting members of the AAC, the 10-Year Athlete members of the AEC, and the 10-Year Athlete members of the Board of Directors. This may be achieved by actual

votes or by weighted voting. A minimum of twenty percent (20%) must be 10-Year Athlete representatives and the remainder may be 10-Year+ Athlete representatives; any weighted voting must preserve these proportions.

- .14 10-Year Athlete representatives and 10-Year+ representatives shall be directly elected by athletes who meet the same standards as 10-Year Athletes.
- .15 All members of the House of Delegates shall serve until their successors are selected, except that membership may be terminated by resignation filed with the Secretary & General Counsel or their designee. All members under 6.1 must be elected on or before July 1 of each year and written certification thereof must be sent to the Secretary & General Counsel or their designee on or before July 15. No substitution of a member may be made unless written certification thereof is given to the Secretary & General Counsel or their designee at least 72 hours before the House of Delegates is called to order.
- .16 Membership on any committee notwithstanding, USA Swimming employees shall not be members of the House of Delegates.

6.2 MEETINGS

- .1 The annual meeting of the House of Delegates shall be held at any date, time, and place, including via telecommunication, as may be fixed in the notice of such meeting. Notice shall be posted on the USA Swimming website at least sixty (60) days prior to the meeting.
- .2 Special meetings of the House of Delegates may be held at any time, pursuant to a resolution of either the Board of Directors or the House of Delegates. A written notice of any special meeting of members, stating the time, place, and the objectives thereof, shall be e-mailed to each member at least fifteen (15) days before the meeting; such notice may be waived in writing by any member at any meeting before or after such meeting.
- .3 The attendance of a member at any meeting without protesting the lack of notice prior to or at the commencement of the meeting shall be deemed a waiver of notice.
- .4 The presence of those duly registered and eligible to vote at any meeting of the House of Delegates shall constitute a quorum.
- .5 Each member shall have one (1) vote on each matter submitted to the House of Delegates. There shall be no voting by proxy. At all meetings of the House of Delegates only those members duly certified and present (including virtually present at all meetings conducted via telecommunication) shall be permitted to vote. Vote outcomes shall be determined by those members of the House of Delegates present and voting.
- .6 The numerical outcome of each balloted vote shall be available to the candidates upon request.
- .7 Any action which may be taken at any regular or special meeting of the House of Delegates, or any division or committee thereof, except amendment or repeal of the USA Swimming Rules and Regulations, may be taken without a meeting. The Secretary & General Counsel, or his or hertheir designee, shall distribute a written ballot to every member entitled to vote on the matter. The ballot shall set forth the proposed action, provide an opportunity to specify approval or disapproval of the proposal, and provide a reasonable time within which to return the ballot. Approval by written ballot shall be valid only when the number of votes cast in favor of the proposed action within the time period specified constitutes a majority of the votes entitled to be cast. When the proposed action to be voted upon concerns only a specific Zone(s) or a certain number of LSCs, as determined by the Board of Directors, the matter shall be voted upon only by eligible members within such Zone(s) or LSCs.
- .8 Resolutions of a legislative nature presented to the House of Delegates shall be subject to the same process as set forth for Amendments in Part Five of the USA Swimming Rules and Regulations.

6.3 ELECTIONS

- .1 The House of Delegates shall annually elect the number of members to the Board of Directors necessary to maintain the listed number of voting members, 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.
- No candidate shall be eligible for election unless he or she hasthey have signed a written commitment to adhere to USA Swimming's Articles of Incorporation, Bylaws, future Board resolutions, and the Board Governing Ppolicies Manual, and the Rules and Regulations, including the Code of Conduct, then in effect and haves, in the judgment of the Nominating Committee, exhibited a demonstrable connection to swimming.

.3 Process

A. The Nominating Committee shall issue a Call for Nominations, which may be self-nominating or by third party with written consent of the proposed nominee, and, upon review and vetting of proposed candidates, present to the House of Delegates a ballot including the names of qualified and proposed

Commented [MS13]: To practically address the change from in-person to zoom and the need to send out credentials in advance

Commented [MS14]: Updated to reflect changes from lune 30

**Commented [MS15]:** To mirror and flesh out Board Governing Policies Manual and the requirements in the current Letter of Commitment

nominees at least thirty (30) days prior to the meeting of the House of Delegates. Accompanying the ballot, and in related correspondence sent to the Delegates, a limited space biography/candidate statement shall be distributed.

- B. The ballot shall include at least two (2), but no more than three (3), vetted nominees for each seat open for election.
- C. In addition to the call for nominations and vetting process, other members may self-nominate or be nominated by a third party with written consent of the proposed nominee by submitting their names to the Credentials/Elections Committee no later than fourteen (14) days prior to the start of the annual meeting of the House of Delegates. Such candidates will have their names listed with no supporting information and will be indicated on the ballot as non-vetted candidates.
- Overt electronic or printed campaigning shall be prohibited.

#### ARTICLE 7 FINANCIAL

- 7.1 FISCAL YEAR The Corporation shall have a fiscal period for tax and accounting purposes commencing on the first day of January in each year.
- 7.2 GENERAL FINANCIAL PROCEDURES The Vice-Chair Fiscal Oversight shall ensure the preparation of the USA Swimming annual budget by the <a href="Chief-Executive OfficerPresident & CEO">Chief-Executive OfficerPresident & CEO</a> and staff and arrange for presentation to the Board of Directors for approval. This annual budget shall be presented to and approved by the Board of Directors before or at the start of the fiscal year. The Vice-Chair Fiscal Oversight shall make available an annual financial report to the members of the House of Delegates. If requested by the <a href="USA Swimming">USA Swimming</a> Board of Directors or auditors, the Treasurer and the Vice-Chair Fiscal Oversight of <a href="USA Swimming">USA Swimming</a> shall deliver to the requesting party all money, accounts, books, papers, vouchers, and records pertaining to the accounts of USA Swimming or the office of the Treasurer for audit or other purposes.
- 7.3 ANNUAL AUDIT The financial records of the corporation shall be audited annually by a CPA firm selected by the Board of Directors. Such annual financial reports shall be made available for inspection by members of the general public at USA Swimming's principal office on request made within one hundred-eighty (180) days after notice of its availability.
- 7.4 RECEIPT OF SET ASIDES, GIFTS, AND GRANTS The Corporation may, by action of the Board of Directors, designate, receive, and accept, or otherwise acquire property or funds or any interest therein in the form of set asides, gifts, grants, contributions, and testamentary transfers. The Corporation's use of such property and funds shall be limited to expenditure of its income only for USA Swimming's exempt purposes in furtherance of its support of, or to benefit, USA Swimming athletes and USA Swimming programs while retaining the principal thereof as an endowment to further such purposes.
- 7.5 ENDOWMENT FUNDS There shall be established within USA Swimming such special endowment fund accounts as the Board of Directors deems appropriate. The rules governing their respective operations shall be set forth in the Board Governing Policies Manual.

# ARTICLE 8 LSC REPORTING REQUIREMENTS

- 8.1 REQUIRED LSC BYLAWS Each LSC, in accordance with its Bylaws, which are based on the "Required LSC Bylaws," adopted and amended from time to time by the USA Swimming—House of Delegates, shall meet the reporting requirements to USA Swimming contained within the "Required LSC Bylaws," including, but not limited to a copy of (1) the annual closing Balance Sheet and Statement of Income and Expense and (2) the corresponding federal income tax return (Form 990). The Balance Sheet and Statement of Income and Expense shall be audited or reviewed by an outside auditor or the LSC Finance Committee.
- 8.2 FINANCIAL CONTROLS AND OTHER LSC REQUIREMENTS The Board of Directors may set certain requirements, including the adoption of financial controls. Any such requirements shall be published in the minutes and communicated to all LSCs via mail or e-mail. Failure to adopt such requirements may result in a penalty to the LSC.
- 8.3 FINANCIAL REQUIREMENTS Annually, a copy of the financial reports listed above shall be forwarded to USA Swimming headquarters within five (5) months after the close of the fiscal year for the LSC. Upon submission of a request to extend the time to file its federal income tax return, an LSC may be granted additional time to meet its financial reporting requirements to USA Swimming equal to the extension period [typically three (3) months], provided that the LSC submit a copy of the request for extension with the IRS to USA Swimming at the time the extension is filed and the IRS grants such an extension.
- 8.4 SUSPENSION OF LSC VOTING Should an LSC not be current, including extensions, with its financial reporting requirements to USA Swimming as of forty-five (45) days prior to the annual meeting of the USA Swimming House of

Commented [MS16]: Audit Requirement A.3.a(c)(ii)

Delegates, the Board of Directors may, with written notice, suspend the LSC from voting at the House of Delegates meeting, said suspension of votes applying only to the LSC positions entitled to vote in the House of Delegates, excluding any atlarge members of the LSC.

# ARTICLE 9 INDEMNIFICATION

- 9.1 INDEMNIFICATION Each person who is or was a director, officer, or employee of USA Swimming (including the heirs, executors, administrators, or estate of such person) shall be indemnified by USA Swimming to the full extent permitted by the Colorado Revised Nonprofit Corporation Act against any liability, cost, or expense incurred by <a href="https://hertheir">https://hertheir</a> capacity as director, officer, or employee, or arising out of <a href="his/hertheir">his/hertheir</a> capacity as director, officer, or employee, or arising out of <a href="his/hertheir">his/hertheir</a> capacity as director, officer, or employee, or arising out of <a href="his/hertheir">his/hertheir</a> capacity as director, officer, or employee, or adjusted as a director, trustee, officer, employee, or agent of another corporation).
- 9.2 INSURANCE USA Swimming may maintain insurance, at its expense, to protect itself and any such person against any such liability, cost, or expense. For the purpose of this Article 9, references to "USA Swimming" include all constituents absorbed in a consolidation or merger as well as the resulting or surviving corporation.

#### ARTICLE 10 ADMENDMENTS

#### 10.1 AUTHORITY TO AMEND AND VOTE REQUIRED

- .1 These Corporate Bylaws, excepting those items outlined below in 10.1.4, may be altered, amended or repealed by the Board of Directors by a two-thirds (2/3) majority vote. The Board of Directors shall have no authority to amend the <a href="USA-Swimming-Rules">USA-Swimming-Rules</a> and Regulations except as permitted under 4.7 of these Bylaws (Authority/Emergency Powers).
- .2 The Rules & Regulations Committee may alter, amend, or repeal any portion of Part One or Part Seven of the USA Swimming Rules and Regulations at any time to conform to the rules of the Federation Internationale de Natation (FINA).
- .3 The USA Swimming House of Delegates may amend the Rules and Regulations at its annual meeting as follows:
  - A. Parts One, Two, Three, Four, Six, and Seven: by a majority vote.
  - B. Part Five: by a two-thirds (2/3) vote.
- .4 By a two-thirds (2/3) vote, the House of Delegates may amend the following provisions of the Corporate Bylaws: the number of Board members, their terms, or the number of which are elected by the House of Delegates, the composition of the House of Delegates, and membership fees for membership classes in existence as of the 2017 registration year (see 2.7.1A and B of these Bylaws).

# ARTICLE 11 DISSOLUTION

- 11.1 DISSOLUTION If deemed advisable by the members, USA Swimming may be dissolved pursuant to the applicable provisions of the corporation laws of the State of Colorado.
- 11.2 DISTRIBUTION OF ASSETS Upon the dissolution of USA Swimming, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of USA Swimming, dispose of all the assets of USA Swimming exclusively for the purposes of USA Swimming or to such organization or organizations as shall qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law).

#### ARTICLE 12 CONFLICT OF INTEREST

- 12.1 CONFLICT OF INTEREST Conflict of interest and ethical practices of USA Swimming shall be as followsoutlined in USA Swimming's Statement of Ethics and Conflict of Interest Policy.
  - .1 If any member of the Board of Directors or any Committee has a financial interest in any contract or transaction involving USA Swimming, such individual shall not participate in USA Swimming'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

**Commented [MS17]:** Simplified to refer directly to the policy and the authority of the Ethics Committee as outlined there.

affirmative vote of the majority of the disinterested Directors or Committee members and the contract or transaction is fair to USA-Swimming at the time it is authorized.

.2 Members of the Board of Directors, Committees and each key employee of USA Swimming will execute a Statement of Principles on Ethical Behavior and Conflict of Interest each year.

# USA SWIMMING STATEMENT OF ETHICS AND CONFLICT OF INTEREST POLICY

## SECTION 1. STATEMENT OF ETHICS

USA Swimming, Inc. ("USA Swimming") seeks to promote a culture of ethical conduct within its organization and throughout its membership. USA Swimming is committed to developing and implementing policies and procedures to equip its members with the guidance and resources necessary to navigate ethical issues. This Statement of Ethics and Conflict of Interest Policy are intended to reflect certain organizational values, including respect for others, integrity and honesty, competence and accountability, and teamwork.

## SECTION 2: CONFLICT OF INTEREST POLICY PURPOSE AND COVERED INDIVIDUALS

USA Swimming's Board of Directors (the "Board"), officers, committee members, task force members, hearing panel members, volunteers, and employees ("Covered Individuals") have the responsibility of administering the affairs of USA Swimming honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of USA Swimming. Those persons shall exercise the utmost good faith in all activities and transactions involved in their duties, and they shall not use their positions within USA Swimming, or knowledge gained there from, for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

USA Swimming requires that Covered Individuals recognize and avoid activities, transactions, relationships, or investments that involve, might appear to involve, or could result in a potential conflict of interest. Additionally, where reasonable, contractors shall be required to comply with this policy in their written contracts.

# SECTION 2. CONFLICT OF INTEREST DEFINITION

A conflicting interest may be defined as an interest or relationship, direct or indirect, with any of the following:

- 1. Persons and firms supplying goods and services to USA Swimming.
- 2. Persons and firms from whom USA Swimming leases property and equipment.
- Persons and firms with whom USA Swimming is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property.
- 4. Competing or affinity organizations.
- 5. Donors and others supporting USA Swimming.
- 6. Agencies, organizations, and associations which affect the operations of USA Swimming.
- Relatives, friends, close associates, and other employees.

Such an interest might arise through the following activities, including but not limited to:

- Owning stock or holding debt or other proprietary interests in any third party dealing with USA Swimming.
- Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with USA Swimming.
- Receiving remuneration for services with respect to individual transactions involving USA Swimming.
- Using USA Swimming's time, personnel, equipment, supplies, or goodwill for anything other than USA Swimming-approved activities, programs, and purposes.

**Commented [MS1]:** Statement of Ethics, required by Standard A.6.a

**Commented [MS2]:** Standard A.6(b) - all the Audit standard cites to following cite directly within A.6(b)

Commented [MS3]: Standard a

Commented [MS4]: Standard b(i)

Commented [MS5]: Standard a(i)

Commented [MS6]: Standard b(ii)

Commented [MS7]: Standard b(iii)

Commented [MS8]: Standard b(ii)

Commented [MS9]: Standard b(iii)

 Receiving personal gifts or loans from third parties dealing or competing with USA Swimming.<sup>1</sup>

#### SECTION 3. CONFLICT OF INTEREST POLICY INTERPRETATION

The relationships and activities of potentially conflicting interest listed in Section 2 are not exhaustive. Conflicts might arise through other relationships or activities. Covered Individuals must recognize such relationships and activities by analogy.

The fact that one of the interests described in Section 2 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of USA Swimming. However, Covered Individuals must disclose the existence of any of the relationships and/or activities described in Section 2 before any related transaction is consummated. It shall be the continuing responsibility of Covered Individuals to scrutinize their transactions and outside business interests, investments, and relationships for potential conflicts and to immediately make such disclosures to USA Swimming.

Additional guidelines intended to assist Covered Individuals when making personal decisions relating to ethical behavior and conflict of interest include:

- The business of USA Swimming is to be conducted in observance of both the spirit and letter of applicable federal and state laws.
- USA Swimming properties, services, opportunities, authority, and influence are not to be used for private benefit.
- Expenses incurred in furtherance of USA Swimming business are to be reasonable, necessary, and substantiated.
- All are expected to exhibit honesty, loyalty, candor, and professional competence in their relationships with USA Swimming and with each other.
- Each Covered Individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.

#### SECTION 5. DISCLOSURE POLICY

Each Covered Individual shall annually sign a Disclosure Statement which affirms such individual:

- 1. Has received a copy of this Conflict of Interest Policy,
- 2. Has read and understands this Conflict of Interest Policy,
- 3. Has agreed to comply with this Conflict of Interest Policy, and
- Understands that USA Swimming is a charitable organization and in order to maintain its
  federal tax exemption it must engage primarily in activities which accomplish one or more
  of its tax-exempt purposes.

As new potential conflicts of interest arise, Covered Individuals must update their written disclosure.

Moreover, Board and committee minutes must include the following when a potential conflict of interest is involved in a discussion:

<sup>1</sup> Additional information regarding the receipt of gifts is outlined in USA Swimming's Gifts and Entertainment Policy. Commented [MS10]: Standard e(i) through (iv)

Commented [MS11]: Standard d

Commented [MS12]: Standard d(i)

Commented [MS13]: Standard (c)

- The names of the persons who disclosed or otherwise were found to have an interest in connection with an actual or possible conflict of interest, the nature of the interest, any action taken to determine whether a conflict of interest was present, and the Ethics Committee's decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### SECTION 6. DISCLOSURE PROCEDURE

All Disclosure Statements will be provided to the Ethics Committee for review. The Ethics Committee must document its review of any disclosures, by confirming by signature on the Disclosure Statement that each Disclosure Statement has been considered. After disclosure of the conflict or potential conflict of interest and all material facts, and after any needed discussion with the interested person, the Ethics Committee shall decide if a conflict of interest exists and if there are mitigating measures that could be implemented to permit USA Swimming to move forward with the transaction or activity.

If the Ethics Committee determines that Covered Individuals must take certain steps to manage or avoid their potential conflict, that direction must be provided to the Covered Individual in writing and the Covered Individual must acknowledge receipt and understanding in writing, including recognition that directives must be followed as a condition of membership.

Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following, at a minimum, are observed:

- 1) The conflicting interest is fully disclosed to the Ethics Committee;
- The Ethics Committee has reviewed the Disclosure Statement and considered alternatives to the proposed transaction or arrangement.
- If the Ethics Committee determines that a more advantageous transaction or arrangement, free of any potential conflict of interest, is not reasonably possible under circumstances, the Ethics Committee shall determine whether the transaction or arrangement is in USA Swimming's best interest, for its own benefit, and whether it is fair and reasonable.
- 2) In conformity with the above determination, the Ethics Committee shall inform the Covered Individual and the Board or committee in writing whether there is a conflict of interest precluding USA Swimming from entering into the transaction or arrangement, or if there are mitigating measures that may be implemented to alleviate concerns regarding the potential conflict of interest.
- The person with the conflict of interest must be excluded from the discussion and approval of such transaction.

## SECTION 7. VIOLATIONS OF THE CONFLICTS OF INTEREST POLICY

Members of USA Swimming must report potential conflicts of interest violations to the Ethics Committee USA Swimming strictly prohibits any retaliation for reporting any alleged violations of this Conflict of Interest policy.

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Commented [MS15]: Standard (f)

Commented [MS16]: Standard g

Commented [MS17]: Standard f(ii)

Commented [MS18]: Standard (h)(i) and (i)(iv)

Commented [MS19]: Standard (h)(ii)

The Ethics Committee will investigate reports of any alleged violation of this Conflict of Interest Policy; if the Ethics Committee has reasonable cause to believe a Covered Individual has failed to disclose an actual or possible conflict of interest, or if the Ethics Committee determines that a Covered Individual has not followed one of its directives subsequent to disclosure, it shall inform the Covered Individual of the basis for such belief and afford the Covered Individual an opportunity to explain the alleged failure to disclose.

After the Ethics Committee reviews the Covered Individual's response, it will generate a report of its investigation and findings, and submit such report to all interested parties, as well as to the President & Chief Executive Officer (the "CEO") of USA Swimming and the Board. If the Ethics Committee determines the Covered Individual has failed to disclose an actual or possible conflict of interest, or violated one of its directives following a disclosure, it will take appropriate and reasonable disciplinary and corrective action, including, but not limited to, retroactive disclosure and/or removal from the Covered Individual's leadership position(s) within the organization. The severity of the disciplinary or corrective action will depend upon the severity of the violation.

In the event a member of the Ethics Committee is the subject of the alleged violation and subsequent investigation, the CEO shall refer the matter to outside counsel.

Any appeal of the Ethics Committee's decision shall be referred to the National Board of Review.

#### SECTION 8. CONTACT INFORMATION

The USA Swimming Ethics Committee and the Secretary & General Counsel are responsible for the enforcement of this policy. All inquiries and questions should be referred to the Ethics Committee or the Secretary & General Counsel:

ethicscommittee@usaswimming.org

Michelle Steinfeld msteinfeld@usaswimming.org 719-866-3594

#### SECTION 12. ADDITIONAL RESOURCES

#### Athlete Ombuds

The Office of the Athlete Ombuds offers independent, confidential advice to elite athletes regarding their rights and responsibilities in the Olympic and Paralympic Movement, and assists athletes with a broad range of questions, disputes, complaints and concerns.

Athlete Ombuds Confidentiality and Privacy Policy

(A) In general.—The Office of the Athlete Ombuds shall maintain as confidential any information communicated or provided to the Office of the Athlete Ombuds in confidence in any matter involving the exercise of the official duties of the Office of the Athlete Ombuds. (B) Exception.—The Office of the Athlete Ombuds may disclose information described in subparagraph (A) as necessary to resolve or mediate a dispute, with the permission of the parties involved.(C) Judicial and administrative proceedings.—(i) In general.—The ombudsman and the staff of the Office of the Athlete Ombuds shall not be compelled to testify or produce evidence in any judicial or administrative proceeding with respect to any matter involving the exercise of the duties of the Office of the Athlete Ombuds.

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Commented [MS22]: Standard (i)(iii)

Commented [MS23]: Standard J

Commented [MS24]: Standard K

(ii) Work product.—Any memorandum, work product, notes, or case file of the Office of the Athlete Ombuds—(I) shall be confidential; and(II) shall not be—(aa) subject to discovery, subpoena, or any other means of legal compulsion; or (bb) admissible as evidence in a judicial or administrative proceeding. (D) Applicability.—The confidentiality requirements under this paragraph shall not apply to information relating to—(i) applicable federally mandated reporting requirements; (ii) a felony personally witnessed by a member of the Office of the Athlete Ombuds; (iii) a situation, communicated to the Office of the Athlete Ombuds, in which an individual is at imminent risk of serious harm; or (iv) a congressional subpoena.

Contact Information Phone:719-866-5000

Email: ombudsman@usathlete.org

Website: usathlete.org

#### USOPC Ethics & Compliance

The USOPC Ethics and Compliance team seeks to empower athletes, USOPC employees and volunteers, NGB employees and volunteers, and other individuals within the U.S. Olympic and Paralympic Movement to raise and report their concerns. Specifically, the USOPC's Ethic's and Compliance team reviews and investigates certain reports regarding NGB compliance with the Ted Stevens Olympic and Amateur Sports Act and the USOPC or NGB Bylaws, including conflicts of interest and governance issues. The team also reviews and investigates allegations of USOPC non-compliance and alleged code of conduct violations.

The USOPC Ethics and Compliance team accepts reports related to NGB compliance with the Ted Stevens Olympic and Amateur Sports Act and the USOPC or NGB Bylaws, including conflicts of interest and governance issues, as well as allegations of USOPC non-compliance and alleged code of conduct violations, including discrimination claims.

#### Contact Information

Any individual may report concerns confidentially, or anonymously, online using the USOPC Integrity Portal (https://secure.ethicspoint.com/domain/media/en/gui/53006/index.html). If preferred, individuals may call the USOPC Integrity Hotline at 1-877-404-9935 to report their concern over the phone.

# USA SWIMMING GIFTS & ENTERTAINMENT POLICY

#### **SECTION 1. PURPOSE**

USA Swimming is committed to sustaining an ethical workplace free of conflicts of interest and perceived conflicts of interest. USA Swimming therefore has adopted this Gifts & Entertainment Policy to provide instruction to the USA Swimming Board of Directors, officers, committee members, task force members, hearing panel members, volunteers, and employees, and, by extension, their spouses and immediate family members ("Covered Individuals") regarding how to handle offers of gifts or other forms of entertainment from individuals or companies that do business with, or are interested in doing business with, USA Swimming. Additionally, where reasonable, contractors shall be required to comply with this Policy in their written contracts.

This Policy should not be considered in any way as an encouragement to make, solicit, or receive any type of gift or entertainment. Covered Individuals may not, under any circumstances, actively solicit any type of gift or entertainment. Further, USA Swimming will not under any circumstances permit or authorize participation in any gifts or entertainment that might be considered lavish, inappropriate, or illegal.

#### SECTION 2. RECEIVING BUSINESS COURTESIES

#### A. Current Business Partners

Covered Individuals may accept gifts from individuals and companies that currently do business with, or make donations to, USA Swimming as follows:

- 1) Partner/sponsor/supplier products and partner/sponsor/supplier-branded products (e.g., logoed jackets) with a total value of under \$1,000 per person, per year, per individual/company;
- 2) Other gifts with a value of no more than \$500 per person, per year, per individual/company;
- Invitations for the Covered Individual to attend sporting events with an individual/company representative (including travel to and from such events only to the extent approved in advance by USA Swimming's Ethics Committee);
- On an infrequent basis, invitations for a spouse or family member to join the Covered Individual at sporting events with an individual/company representative;
- 5) Invitations to attend fundraising events with an individual/company representative at no cost to the Covered Individual;

Commented [A1]: Standard A.6c(a)

Commented [A2]: Standard a(i)

Commented [A3]: Standard A6c Expectations (a)

- 6) Invitations to attend other social, educational, or entertainment events intended to enhance the business relationship, provided that the cost of the event does not exceed \$500 per Covered Individual per event and \$1,000 total per individual/company per year; and
- 7) Perishable or consumable gifts provided that the gift is reasonable and not unduly lavish.

# **B.** Prospective Business Partners

Covered Individuals may accept gifts from individuals and companies that are not current business partners of USA Swimming, but that may or may not be seeking to engage in a business relationship with USA Swimming as follows:

- Gifts with a value of not more than \$500 per Covered Individual, per year, per individual/company;
- Invitations for the Covered Individual to attend sporting events with an individual/company representative (and travel to and from such events, only to the extent approved in advance by USA Swimming's Ethics Committee);
- 3) Invitations to attend fundraising events with an individual/company representative;
- 4) Invitations to attend other social, educational, or entertainment events intended to promote the possible business relationship, provided that the cost of the event does not exceed \$500 per Covered Individual per event, and \$1,000 total per Covered Individual per individual/company per year.

# C. Limitations

Covered Individuals may never accept cash or financial instruments, such as checks or stocks. Under the guidelines set forth herein, Covered Individuals may accept gift certificates or gift cards.

# SECTION 3: DISCLOSURE AND APPROVAL

All gifts or invitations that exceed the above limits, and all invitations that involve the third party paying for the Covered Individual's travel and/or overnight accommodations, must be promptly reported to the Ethics Committee in advance and in writing, before they may be accepted. Where the gift or invitation is made to a member of the Ethics Committee, that member of the Ethics Committee must recuse thsemself from review of the gift or invitation.

In addition, the Ethics Committee shall have the right, in consultation with the Covered Individual, to require that any gift(s) be returned, donated to the USA Swimming

Commented [A4]: Standard A6c Disclosures

Foundation, or donated to another agreed-upon charity if the Ethics Committee believes that such gift(s) is not proper and/or creates an appearance of impropriety.

The Gift Disclosure form is attached hereto.

#### SECTION 4: EXTENDING BUSINESS COURTESIES

#### A. General Rules

There may be times when a USA Swimming employee or Board member wishes, as a business matter, to extend to a current or potential USA Swimming business associate (i.e., an individual or company) a gift or an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. Additionally, there may be times when a current or potential USA Swimming business associate (i.e., an individual or company) wishes, as a business matter, to extend to a USA Swimming employee or a Board member a gift or an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. In such instances, gifts may not exceed \$500 in value per person per year, without the prior written approval of the Ethics Committee.

Invitations to events must be reasonable and appropriate. Topics of a business nature must be discussed at the event, and the USA Swimming employee or Board member must be present. The cost associated with such an event should not exceed \$500 per person/company per year, except with regard to sporting events and fundraising functions, without the prior written approval of the Ethics Committee. Moreover, such business entertainment with respect to any particular individual must be infrequent, which, as a general rule, means not more than four times per year. Frequency beyond the foregoing must be pre-approved in writing by the Ethics Committee. To the extent the USA Swimming employee or Board member has knowledge of applicable restrictions by a recipient's organization on gifts and entertainment, the USA Swimming employee or Board member must undertake best efforts for all business entertainment and gifts to comport with the restrictions imposed by the recipient's organization.

USA Swimming employees or Board members may give gift certificates within the limits set forth in this Policy, but may never give cash or financial instruments, such as checks or stocks.

## B. Development Division

USA Swimming recognizes that the limits set forth in Section 4(A) may hamper the ability of the Development Division and its employees to perform their job functions as they relate to the USA Swimming Foundation. Thus, the foregoing limits will not apply to the Development Division employees if the invitation or event is part of normal and reasonable job duties and the event is not lavish or unreasonable. For Development Division employees only, the cost of gifts and events for which no prior written approval is required is \$1,000 per person per year. To the extent any gift or invitation would exceed that limitation, the Development employees should ensure that such gifts or

Commented [A5]: Standard A6c Expectations (a) and (b)

invitations are disclosed with sufficient advance notice to permit the receipt of prior written approval from the Ethics Committee.

## C. Government Employees

The giving of gifts to federal, state, and local government employees is governed by a complex set of rules that is typically agency-specific. Generally, the giving of gifts to government employees is very limited or prohibited. Before offering a gift to a government employee, of any value, a Covered Individual must receive the approval of the Ethics Committee in advance and in writing.

#### D. Disclosure And Approval

All gifts or invitations offered by a USA Swimming employee or Board member must be covered by the appropriate USA Swimming budget and must be approved in advance by the appropriate USA Swimming supervisor. All gifts or invitations extended that exceed the limits and/or parameters noted above must be disclosed to, and approved in advance and in writing by, the Ethics Committee before they may be offered.

# **SECTION 5. CONTACT INFORMATION**

The USA Swimming Ethics Committee and the Secretary & General Counsel are responsible for the enforcement of this Gifts and Entertainment Policy. All inquiries and questions should be referred to the Ethics Committee or the Secretary & General Counsel:

ethicscommittee@usaswimming.org

Michelle Steinfeld msteinfeld@usaswimming.org 719-866-3594

Commented [A6]: Standard A6c Policy Owner

# USA SWIMMING GIFT DISCLOSURE FORM

Please complete this form immediately upon receipt of personal gifts received in your capacity as an employee or representative of USA Swimming.

| Na | me:                                                                                                                                                                      |                                                                                |                                    |  |  |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------------------------|--|--|
|    | Employee                                                                                                                                                                 | ☐ Board Member                                                                 | □ Volunteer                        |  |  |
|    | Committee Member                                                                                                                                                         | ☐ Hearing Panel Member                                                         | er                                 |  |  |
|    | Task Force Member                                                                                                                                                        | ☐ Athlete Representativ                                                        | e                                  |  |  |
|    | Other (please specify)                                                                                                                                                   | :                                                                              |                                    |  |  |
| •  | Please describe the gift(s) received:                                                                                                                                    |                                                                                |                                    |  |  |
| •  | The value of the gift is estimated at \$ Note: This is a good faith estimate based on retail value. If the value cannot reasonably be estimated or determined, so state. |                                                                                |                                    |  |  |
| •  | Please describe the source of the gift (name and relationship to USA Swimming) and under what circumstances it was received:                                             |                                                                                |                                    |  |  |
| •  | •                                                                                                                                                                        | atters pending or likely to aris                                               | e in the future that might involve |  |  |
| Ce | SIC                                                                                                                                                                      | ertify that this gift was not solutions and solutions are solutions.  GNATURE: |                                    |  |  |

Send this completed form to the USA Swimming Ethics Committee, at ethicscommittee@usaswimming.org

# USA SWIMMING WHISTLEBLOWER POLICY AND ANTI-RETALIATION POLICY

**PURPOSE:** The purpose of this Whistleblower and Anti-Retaliation Policy (the "Policy") is to

- (i) encourage and provide a mechanism for USA Swimming, Inc. ("USA Swimming") Board members, officers, employees, members, athletes, committee members, task force members, hearing panel members, and volunteers ("Covered Individuals") to report alleged Retaliation (defined below):
- (ii) encourage cooperation in inquiries and investigations of reported Retaliation;
- (iii) protect Covered Individuals from (a) intimidation or threats to prevent good faith reporting of violations under the jurisdiction of USA Swimming's National Board of Review ("NBOR"), the USA Swimming Board of Directors, the U.S. Olympic & Paralympic Committee (the "USOPC"), or the U.S. Center for SafeSport (the "Center"), (b) Retaliation for good faith reporting of alleged violations, or (c) any other form of Retaliation; and
- (iv) encourage individuals to reported any of the alleged violations described in (iii).

Additionally, where reasonable, contractors shall be required to comply with this Policy in their written contracts.

**RETALIATION:** No Covered Individual shall suffer harassment, intimidation, adverse employment or livelihood consequences, or any other form of retaliation ("Retaliation") for (i) making a good faith report of a violation to USA Swimming, the USOPC, or the Center, or (ii) participating in an investigation by USA Swimming, the USOPC, or the Center, or an inquiry or investigation by any court, law enforcement, or other governmental or administrative body. "Retaliation" also includes retaliation as described in Article 307 of the USA Swimming Rulebook<sup>1</sup> and the definition of retaliation included in Section 220501(b)(11) of the Ted Stevens Olympic and Amateur Sports Act (the "Act").<sup>2</sup>

# $^{\rm I}$ ARTICLE 307 PROHIBITIONS AGAINST RETALIATION FOR GOOD FAITH REPORTING OF ABUSE

307.1 No Member shall retaliate against any individual who has made a good faith report under 306.1 or 304.3.14.

**307.2** For the purposes of 307.1, there shall be a rebuttable presumption that any adverse action regarding the employment, membership, or other material rights of an individual who has made a good faith report under 306.1 or 304.3.14 within 90 days of a report is retaliatory. An adverse action includes, without limitation: discharge or termination; demotion or reduction in compensation for services; or the removal of or from, or restrictions on, access to facilities, team activities or team membership privileges.

Commented [MS1]: Applicability (a)

Commented [A2]: Applicability a(i)

Commented [MS3]: Applicability (b) Content & Expectations (c)(ii)

Commented [MS4]: Content & Expectations (c)(i)

<sup>&</sup>lt;sup>2</sup> Any adverse or discriminatory action, or the threat of an adverse or discriminatory action, including removal from a training facility, reduced coaching or training, reduced meals or housing, and removal from competition carried out against aProtected Individual as a result of any communication, including the filing

Additionally, no employee, contractor, agent, volunteer, or USA Swimming itself shall take or threaten to take any action against an athlete as a reprisal for disclosing information to or seeking assistance from the Office of the Athlete Ombuds as outlined in Section 220509(b)(5) of the Act.

**REPORTING PROCEDURE:** Covered Individuals have a responsibility to report (in good faith) Retaliation to USA Swimming's Ethics Committee, at the following email address: ethicscommittee@usaswimming.org. Reports may be submitted anonymously (though it may be more difficult to investigate anonymous reports).

Complaints of Retaliation that fall under the exclusive jurisdiction of the Center should be directed to the Center. If the Ethics Committee receives a complaint that may fall under the Center's jurisdiction, it must send the complaint to USA Swimming's Program Director, Safe Sport, who will confirm whether the Center has exclusive jurisdiction over the matter and, if so, will make a report with the Center.

INVESTIGATION: The Ethics Committee will review and investigate reports of Retaliation. If a member of the Ethics Committee is allegedly involved in or witness to the Retaliation, they will recuse themselves from the investigation. After the initial investigation is complete, the Ethics Committee may decide to initiate a complaint in the name of the Ethics Committee by filing the complaint with the NBOR Chair and requesting a hearing. If the Ethics Committee does not decide to initiate a complaint, it may advise the complaining party that, while the Ethics Committee will not initiate a complaint in its own name, the complaining party may still file their complaint directly with the NBOR Chair. If the complaining party chooses to go forward with the complaint, the NBOR Chair may then decide to either assign the matter for hearing or dismiss the complaint. Following a hearing and decision of the NBOR, any real party in interest may appeal any decision of the NBOR pursuant to Article 407 of the Rulebook.

USA Swimming may discipline (up to and including by termination of employment or other association with USA Swimming) a Covered Individual for any such Retaliation. A Covered Individual making a report of a Retaliation in bad faith may be subject to disciplinary action.

The Ethics Committee should coordinate with USA Swimming's Director of Human Resources & Employee Engagement if it receives any allegations of retaliation involving employees. If during an investigation, the Ethics Committee finds that an employee has

of a formal complaint, by the Protected Individual or a parent or legal guardian of the Protected Individual relating to the allegation of physical abuse, sexual harassment, or emotional abuse, with the U.S. Center for SafeSport; a coach, trainer, manager, administrator, or official associated with the USOPC; the United States Attorney General; a federal or state law enforcement authority; the Equal Opportunity Employment Commission; or Congress.

Commented [MS5]: Content & Expectations (c)(iii)

Commented [MS6]: Content & Expectations (a)

Commented [MS7]: Reporting (a)(i)

Commented [MS9]: Enforcement (a)(i)

Commented [MS8]: Enforcement (a)(iii)

**Commented [MS10]:** To mirror Rule 405.3 of the Rulebook, inserting the EC for the CEO

Commented [MS11]: Content & Expectations(d)

retaliated against a Protected Individual,<sup>3</sup> the Ethics Committee must immediately report the retaliation to USA Swimming; USA Swimming must immediately terminate or suspend that individual without pay as required by Section 220509(c)(2) of the Act.

**CONFIDENTIALITY**: All such reports will be treated as confidentially as possible, given that there may need to be some disclosure to conduct the investigation.

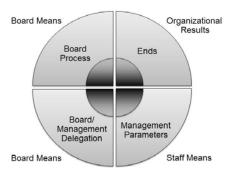
Commented [MS12]: Enforcement (a)(ii)(1)

Commented [MS13]: Content & Expectations E

<sup>&</sup>lt;sup>3</sup> As defined by the Act, any amateur athlete, coach, trainer, manager, administrator, or official associated with the USOPC or a National Governing Body.



# **Board of Directors' Governing Policies Manual**



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#### Introduction

This <u>Board of Directors'</u> Governing Policies Manual (the "Governing Policies") contains the current standing (engeing) performance standards, values, and expectations of the Board of Directors ("the Board") of USA Swimming ("USA Swimming-S").

- 1. **Purpose**: This Manual is The Governing Policies are designed to help the Board approach decisions from the perspective of its own, previously established standards, values, and expectations by:
  - A. Elevating efficiency of having all ongoing Board policies in one place.
  - B. Quickly orienting new Board members to current policies.
  - C. Eliminating redundant or conflicting policies.
  - D. Having greater ease of reviewing current Board policy when considering new issues.
  - E. Providing clear, proactive policies to guide the President & CEO ("the "CEO") and staff, as well as Board officers, members, and committees.
- 2. Consistency: The Board will ensure that each policy in this document is consistent with the law, the Articles of Incorporation, and the Bylaws, all of which have precedence over these Board policies Governing Policies. The Board will also ensure that these policies Governing Policies, and organizational practices, are consistent with and do not contradict the USA Swimming Rules and Regulations (the "Rules and Regulations") of USA. Swimming as established by its-the House of Delegates (the "HOD"). Except for time-limited or procedural only Board decisions (e.g., approving minutes, electing officers, etc.), which are recorded in Board meeting minutes, all standing Board policies shall be included or referred to in this document Board meeting The CEO is responsible for developing operational and administrative policies and procedures that are consistent with the standards set forth in this Manualthe Governing Policies.
- 3. Transition: Unless a prior Board resolution or contract obligates the organization regarding a specific matter, these updated Governing Policies standards supersede previous Board resolutions. If an actual or apparent conflict arises between this Manualthe Governing Policies and other policies or Board resolutions, the matter shall be brought to the Board's attention for resolution.
- 4. Changes: The Board will regularly review these <u>Governing Ppolicies</u> and, as appropriate, refine them. Proposed revisions may be submitted for Board consideration by any Board member or by the CEO. Whenever changes are adopted, the updated document should be dated and promptly disseminated to the Board and CEO.
- Specificity: Each new policy will be drafted to fit into the appropriate section of the Governing Policiesthe-Manual. For consistency, policies should be drafted starting with the broadest policy statement, then adding specificity to the level of detail at which the Board would accept any reasonable interpretation when delegating further decisions relevant to that policy topic (i.e., to the Board Chair, Board Committees, or the CFO)

# Policy 1.0 Ends/Priority Results

Date of adoption / Last revision: November 18, 2018 December 6, 2021



#### 1.0 Broadest/Purpose Statement:

USA Swimming exists for:- The growth and success of swimming in the United States. (with results optimizing use of available resources)

#### PRIORITY RESULTS:

- 1.1 COMPETITIVE SUCCESS: -USA Swimmers achieve sustained competitive success at the Olympic Games and other high-level international competitions.
  - A. National Team culture and environment promotes and cultivates sustained performance success, positive representation of the USA, and a productive partnership between USA Swimming and its best athletes.
  - B. Strong and identifiable pathways and systems retain and develop talented athletes and coaches.
  - C. USA Swimming is a recognized leader in promoting a clean sport environment.
  - D. National Team athletes have financial support while competing, and resources that support successful post-competition transitioning out of the sport.
- 1.2 SUCCESSFUL ATHLETES, COACHES AND CLUBS: -Members have and use resources for sustainable success.
  - A. Athletes have and use motivational, educational, and leadership supports for success.
  - B. Coaches have and use tools and skills to be successful.
  - C. Clubs of all sizes and levels have and use resources and services for success.
    - i. Clubs are safe and inclusive environments.
    - ii. Educational opportunities support and engage non-athlete volunteers (e.g., parents, team leaders, and officials).
    - iii. Facilities development and operational expertise contribute to clubs' success.
  - D. <u>Local Swimming Committees ("LSCs")</u> have and use resources and services to support the development and achievement of athletes, coaches, and clubs.
- 1.3 PUBLIC ENGAGEMENT WITH SWIMMING: -There is growth in swimming participation and interest.
  - A. Water safety awareness and swimming skills save lives.
  - B. Swimming is recognized as a "Sport for Life" for all.
  - C. Swimming achieves sustained growth in participation at all levels.
    - i. Priority: Growth in participation in all cultures, ages, genders, economic backgrounds, and levels of ability.
  - D. There is growth in audience engagement.
- 1.4 RECOGNITION OF USA SWIMMING: -USA Swimming is recognized as the "Best in Class" NGBNational Governing Body.
  - A. Members recognize the value and impacts of USA Swimming on their lives.
  - B. USA Swimming is recognized as a leader in Safe Sport.

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# **Policy 2.0 Governance Purpose**

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



Acting on behalf of the membership, the <u>U.S. Olympic & Paralympic Committee ("</u>USOPC"), and the American public, the purpose of the Board of Directors is to ensure that USA Swimming:

- Achieves appropriate results for or on behalf of the membership, the USOPC, and the American public (as specified in <u>Policies 1.0 through 1.4 ("Beard-Ends/Priority Results Ppolicies")</u> at an optimal cost; and
- 2. Avoids unacceptable actions and situations.

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# Policy 2.1 Governing Philosophy and Values

Date of Adoption / Last Revision: December 6, 2021 February 3, 2018



The Board will govern lawfully, and in compliance with the USOPC's Bylaws. The Board will govern using Policy Governance principles, with an emphasis on: (a) integrity and truthfulness in all its activities and practices, (b) outward vision, (c) encouragement of diversity in viewpoints, (d) strategic leadership more than administrative detail, (e) clear distinction of Board and staff roles, (f) collective decisions, and (g) a focus on the future.

#### Accordingly:

- 1. The Board will uphold the USA Swimming Rules and Regulations.
- The Board will cultivate a sense of group responsibility for its own performance. The Board will lead USA Swimming by proactively setting performance expectations for its own work and for that of the operatingorganization. USA Swimming.
- The Board will use the expertise of its members to enhance its understanding of issues, but it will not simply
  defer to that expertise as the judgment of the entire Board.
- 4. The Board will set performance standards and expectations for USA <u>Swimming-S</u> through the careful articulation of written policies. The Board's primary focus will be on the achievement of intended long-term outcomes for and on behalf of the membership, the USOPC, and the American public, not on the administrative/operational means of attaining those outcomes. <u>As such, the Board's activities are strategic in nature and the Board delegates the authority and ability to operate day-to-day activities to the CEO.</u>
- 5. The Board will establish and adhere to its own performance expectations pertaining to matters such as attendance, meeting preparation and participation, policy-makingpolicymaking, respect of roles, speaking to management, the membership and the public with one voice, and continually building the Board's governance capability and reputation.
  - A. Continual Board development will include periodic discussion of its own performance and orienting new Board members in the Board's governance process and these policies Governing Policies upon appointment or election.
  - B. Orientation for new Board members will include three primary components:
    - Governance process: The Governance Committee, as defined in Policy 2.8 Board Committee <u>Structure</u>, will ensure provision of training including the governance principles underlying this- Governing Policies Manualthe Governing Policies, and review of USA-S'the Bylaws and these-policies, with particular emphasis on Policy 2.5the Board Members' Code of Conduct policy.
    - ii. Current strategic issues: The Board Chair and the CEO will provide overview and background information on significant issues being addressed and likely to be decided upon early in new Board member's tenure.
    - Operational overview: The CEO will help new Board members achieve a general understanding of USA <u>Swimming-S'-operating organization (e.g.,</u> financials, key personnel, key products/programs/services, <u>FAQs</u>, etc.).
- Although the Board may change these governing Governing policies Policies at any time, it will diligently
  observe those currently in effect.
- All policies of the Board are contained in this document the Governing Policies, and they remain in effect, unless amended or deleted by Board action.
- The Board will be accountable to the membership, the USOPC, and the American public for competent, conscientious, and effective fulfillment of its governance obligations. The Board will not allow any officer, individual, or Board Committee to be an obstacle to this commitment.
- The Board will regularly evaluate and strive to improve its performance. Self-assessment will compare Board
  activity and discipline to the standards set forth in <a href="these-Policies 2.0 through 2.10 ("Board Process Policies")">through 2.10 ("Board Process Policies")</a>
  and <a href="Policies 4.1 through 4.6 ("Board-Management Delegation Policies")</a>
   policies.

The Board shall exhibit operational and financial transparency; the Board's activities will be open and accessible to

Commented [MS1]: Required by Audit Standard E.1 a) a. and b.

Commented [MS2]: Audit Standard E.1.a) i.

 $reasonable\ scrutiny\ by\ the\ membership,\ the\ USOPC,\ and\ the\ American\ public,\ with\ the\ exception\ of\ personnel\ or\ other\ matters\ of\ a\ sensitive\ nature.$ 

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## **Policy 2.2 Board Objectives**



Date of adoption / Last revision: December 6, 2021 February 3, 2018

On behalf of the membership, the USOPC, and the American public, the Board's role is to define and ensure appropriates organizational performance.

To distinguish the Board's own role from those of the CEO and staff, the Board will concentrate its efforts on three primary-job "products" or outputs:

- Connection with Members, the USOPC, and the American Public: The Board will connect the interests of the membership and the American public with operational performance.
  - A. Needs Assessment: The Board will assess needs and trends affecting the membership, the USOPC, and the American public as they relate to USA-\_Swimming's activities and scope of influence, and it will develop and maintain Ends/Priority Results Policies, policies-identifying and prioritizing intended organizational outcomes to address those needs.
    - i. As part of its needs assessment and outreach efforts, the Board will include structured dialogue with key constituent groups, including but not limited to zone, LSC, and committee leadership, as well as representatives of key allied and affiliated entities
  - B. Advocacy: -The Board will inform the membership, the USOPC, and the American public of USA\_ SwimmingSwimming's achievements on their behalf and of its expected future results.
    - i. Particular emphasis will be given to ensuring demonstrated leadership, transparency, and accountability to the House of DelegatesHOD.
    - ii. The Board will proactively communicate its rationale for and the implications/intended benefits of legislative changes it proposes to the <a href="House of DelegatesHOD">House of DelegatesHOD</a>.
- Performance Standards: The Board will maintain written performance standards, as set forth in these
  governing-Governing policies Policies, addressing the broadest, and as appropriate, more defined levels of all
  organizational decisions and situations.
  - A. Ends: Strategic results priorities describing intended organizational impacts, benefits, outcomes, and recipients, and their relative worth (what results, for which recipients, at what cost/priority).
  - B. **Management Parameters**: Constraints on executive authority defining the boundaries of prudence and ethics within which all management activity and decisions must take place.
  - C. Board Process: Specification of how the Board defines, carries out, and assesses its own work.
  - D. Board/Management Delegation: <u>Specification of h</u>How the Board delegates authority to management<sub>τ</sub> and ensures its proper use; the CEO role, authority, and accountability.
- 3. Assurance of Organizational Performance: -The Board maintains responsibility for the selection, compensation, evaluation, and termination of the CEO, and it will ensure Ends fulfillment, financial solvency, and organizational integrity by holding itself accountable for effective governance as defined in these Governing Ppolicies, and it will holding the CEO accountable for successful achievement of Ends/Priority Results Policies and adherence to Policies 3.0 through 3.11 ("Management Parameters Policies").
  - E.A. Pending its determination that the proposed budget is compliant with Policy 4.6 Financial Planning and Budgeting, the Board will approve the annual operating budget for the subsequent fiscal year at its November meeting.
- 3.4. In addition, the Board maintains responsibility for:
  - A. Establishment of Establishing new membership categories, and making recommendations to the House of Delegates HOD for changes to fees for Club membership (including seasonal) and the Individual categories of annual, seasonal, outreach, and single meet open water.
  - B. Serving as an appellate body for National Board of Review decisions.
  - C. Making dDecisions outside the boundaries of authority delegated to the CEO (as proscribed in the Management Parameters Ppolicies).

 $\label{lem:commented [MS3]: Required by Audit Standard A.3.a(c)(i). \\ \textit{Just a clarification for ease of audit.}$ 

Commented [MS4]: Required by Audit Standard A.3.a(c)(ii). Just a clarification for ease of audit.

| Governing | Policies o | f the USA | Swimming | Board o | of Directors |
|-----------|------------|-----------|----------|---------|--------------|
|-----------|------------|-----------|----------|---------|--------------|

5. The Board shall take all reasonable steps to ensure that the governing documents (e.g., Articles of Incorporation, Bylaws, Rules and Regulations, the Governing Policies, etc.) and practices and procedures of USA Swimming meet the Compliance Standards promulgated by the USOPC.

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**Commented [MS5]:** To show commitment to compliance and the audit process.

### Policy 2.3 Board Work Plan and Agenda Preparation



Date of adoption / Last revision: December 6, 2021 November 23, 2019

To fulfill its role, the Board will prepare and follow an annual work plan that: (1) re-explores Ends/Priority Results Policies Ends policies and (2) continually improves Board performance through Board education; and interactions with members, customers, staff, beneficiaries, and outside experts.

### Accordingly:

- Annual Cycle: The Board's annual planning cycle will conclude each year at its last meeting before the
   House of DelegatesHOD's annual meeting in September, so that administrative planning and budgeting for
   the next fiscal year can be focused on addressing both long and short-term Ends.
- Work Plan Development: <u>At the In September, November meeting</u>, the <u>Board</u> Chair will prepare and present for the Board's consideration and approval a suggested work plan for the following year's meetings. Considerations should include:
  - A. Board Education: Identification of topics that will elevate the Board's competencies, primarily of external issues and trends that impact USA-Swimming's Ends, and to a lesser extent, key areas of operations and governance training.
  - B. Orientation/Training for New Board Members: Per Policy 2.1.5, to include review of USA-Swimming's governance system and documents, overview of key strategic issues to be addressed early in new Board members' tenure, and operational overview. Orientation is to be conducted within three months of new Board members being seated. Board members must also complete training as required by the USOPC.
  - C. Linkage with Membership, the USOPC, and the American Public: How the Board will connect with members, the USOPC, and the American public (e.g., through surveys, focus groups, and other methods of gaining input).
  - D. Determination of Advocacy for Board-Proposed Changes to the <u>USA-S Rule BookRules and Regulations</u>: The schedule for the Board review and consideration of proposed changes prior to the <u>May 15<sup>th</sup> annual</u> deadline to amend the <u>Rules and Regulations</u>, and determination of communications strategy to help <u>the HODDelegates</u> make informed decisions, with understanding of the rationale for and implications/intended benefits of Board-proposed legislative changes.
  - E. Policy Review: How the Board will systematically review its governing policies, with emphasis on Ends, over the course of the year/quadrennium (e.g., by priority, by topic, or by emphasis of the Board's choosing).
  - F. Assessment/Evaluation of CEO Performance: Reviewing the schedule of planned monitoring activities to assure performance on <u>Ends/Priority Results Policies and adherence to Management Parameters</u> PoliciesEnds and Management Parameters policies.
  - G. Self-Assessment: Methods and timeline for periodic evaluation of how well the Board is fulfilling its role (i.e., in accordance with its-Board Process Policies and Board-Management Delegation Policies Board-Process and Board/Management Delegation policies) and open discussion of how the Board's performance can be improved. At least once per quad, the Board will perform a self-evaluation using a USOPC-provided resource.
  - H. Meeting Schedule/Locations: Confirmation of the meeting schedule for the coming year to maximize Board member attendance and participation.
  - Social Engagement: To build its effectiveness as a leadership team, the Board will include periodic team building activities in conjunction with its meetings.
- Meeting Agendas: The <u>Board</u> Chair will determine the agenda for each Board meeting, although Board members and the CEO may request or recommend any appropriate matters for Board consideration.

Commented [MS6]: Audit Standard A.3.b(i)

Commented [MS7]: Audit Standard A.3.b(ii)

Commented [MS8]: Audit Standard A.3.b(iii)

- A. A Board member or the CEO may recommend or request a matter for Board discussion by submitting the item to the <a href="Board">Board</a> Chair at least twenty-one (21) days prior to the regularly scheduled Board meeting.
- B. To ensure Board member preparation and informed participation, meeting agendas and packets (background materials for decision items on the agenda, monitoring reports, etc.) are to be received by Board members at least seven (7) days prior to the <u>regularly</u> scheduled Board meeting.
- C. Additional matters may be added to the agenda of any regularly scheduled Board meeting by the Board Board Chair and/or the CEO, or by affirmative vote of a majority of those present.
- D. Meeting minutes from the prior meeting must be approved by the Board at each meeting. Minutes must document attendance for the meeting and include a summary of the discussion topics and content for the meeting. Minutes must include any Conflict of Interest disclosures, which will be requested by the Board Chair at the start of each meeting. Minutes must also include any recusals from discussions, votes, or the meeting (including when a Board member leaves and re-enters the meeting room or videoconference).

4.

- 5.4. CEO Performance Monitoring: As a core element of the CEO's evaluation process (see Ppolicy 4.4 "Monitoring CEO Performance"), the Board will act on the CEO's monitoring reports received prior to the meeting, determining by majority vote whether the report:
  - A. Conveys a reasonable interpretation of the respective pPolicy's provision(s).
  - B.—Provides reasonable substantiation of compliance with the Ppolicy's provision(s), as interpreted-

C-B

### Policy 2.3 Board Work Plan and Agenda Preparation (continued)



- 6-5. CEO Annual Compensation Review: As part of the Board's annual performance evaluation of the CEO, Each year at the November meeting, the Board will summarize and review its judgments of monitoring activities (monitoring reports, audits, etc.) received during the last year and will determine any adjustments of the CEO's compensation and benefits, to be effective as of January 1st. After that discussion, and prior to December 15th, a subgroup of the Board selected by the Board Chair will meet and share with the CEO the Board's overall judgments of performance, including qualitative feedback. Determinations of any performance bonus/incentive compensation for a calendar year shall be determined at the first meeting of the subsequent calendar year and paid no later than February 28th.
- 7-6. Closed Sessions: -The Board may convene, by majority vote, in executive/closed session whenever it deems, by majority vote, such closed session to be in the best interest of the organization, and the closed session will be attended only by Board members and others specifically invited by the Board Chair or, by majority vote, the Board by majority vote. -Board members, staff, and other persons present shall not discuss or disclose closed executive session proceedings outside of the executive-closed session without prior authorization of the Board. High-level topics discussed in closed session are to be reflected in meeting minutes.

Commented [MS10]: Audit Standard A.3.b(iv)

Commented [MS9]: Audit Standard A.3.c

Commented [MS11]: Audit Standard A.3.c

## Policy 2.4 Board Chair's Role and Authority

Date of adoption / Last revision: December 6, 2021 February 3, 2018



As USA Swimming's chief governance officer, the <u>Board Chair</u>'s primary role is to be the presiding officer, ensuring the integrity of the Board's process. -The <u>Board Chair</u> also leads meetings of the <u>House of Delegates, HOD</u> and represents the Board to outside parties.

### Accordingly:

- 1. The <u>Board Chair's job</u> is to ensure that the Board acts in a manner consistent with its policies and any requirements legitimately imposed upon it from outside the organization.
  - A. Agenda content will include only those issues that clearly (according to Board policy) belong to the Board to decide, consider, or to otherwise inform/educate the Board so it can best fulfill its responsibilities.
  - B. Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
- 2. The <u>Board</u> Chair is authorized to make decisions consistent with <u>Board Process Policies and Board-Management Delegation Policies</u> the Board Process and Board/Management Delegation policies, except for (a) employment/termination of the CEO, or (b) decisions pertaining to matters about which the Board has specifically delegated portions of its authority to others. The <u>Board</u> Chair may use any reasonable interpretation of these policies.
  - A. The <u>Board Chair</u> is empowered to preside at Board meetings with the commonly accepted power of that position, such as ruling and recognizing.
  - B. The <u>Board</u> Chair has no authority to make decisions within the <u>areas of Ends/Priority Results Policies and adherence to <u>Management Parameters Policiesthe Board's Ends and Management Parameters policy areas</u>. Therefore, as the CEO is accountable to the Board as a whole, the <u>Board Chair does not have authority to supervise or direct the CEO.</u></u>
  - C. The <u>Board Chair</u> may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to the <u>Board Chair</u>.
  - D. The Board Chair may delegate this their authority but remains accountable for its use.
  - E. The Board Chair shall appoint all non-athlete members of Board Committees and their respective chairs unless otherwise designated in the USA Swimming Rules and & Regulations, the Bylaws, or in Board Politeishe Governing Policies. The Board Chair is an exEx-officio Officio non-voting member of all Board committeesCommittees.
- 3. The Board Chair will lead and participate in the Board's assessment of its own performance.
  - A. Criteria for assessment will be the Board's adherence to <u>Board Process Policies and Board-Management Delegation Policies</u>its <u>Board Process and Board-Management Delegation policies</u>.
  - B. The Board will self-assess its overall performance at least once per year.
  - C. The Board will ensure that there is at least a brief assessment of each meeting prior to adjournment, identifying factors that enhanced its productivity, as well as those that would have made the meeting more successful.

The Chair will also make appointments to the House of Delegates, per the USA-S Rulebook.

Commented [MS12]: Based on the new HOD legislation passed Sept. 25, there are no Board Chair appointments to the HOD.

### Policy 2.5 Board Members' Code of Conduct

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The Board expects of itself and its members ethical, professional, and lawful conduct, of itself and its members, including proper use of authority and appropriate decorum when acting as Board members.

#### Accordingly:

- Duty of Care: -Board members are to discharge their duties honestly and in good faith. Board members shall
  exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in similar
  circumstances.
- Duty of Obedience: Board members must abide by <u>USA-S'USA Swimming's</u> governing documents (i.e., <u>the</u>-Articles of Incorporation, <u>the</u>-Bylaws, <u>the Rules and Regulations</u>, and these Governing Policies). While vigorous debate is expected and encouraged, Board members are obliged to support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.
- Duty of Loyalty: -Board members must demonstrate loyalty to the interests of USA Swimming, superseding
  any conflicting loyalties, such as that to segments of the membership, family members, advocacy or interest
  groups, affiliated entities, staff, other organizations, or any personal interests as a consumer member of the
  organization's services.
- Board members must avoid any conflict of interest with respect to their fiduciary responsibility and abide by the USA Swimming Statement of <u>Principles on Ethical BehaviorEthics</u> and Conflict of Interest <u>Policy</u>. (See-Appendix C)
- 5. Board members must not attempt to exercise individual authority over the organization.
  - A. Board members' interactions with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly stipulated by the Board.
  - B. Board members' interaction must recognize that in their interaction with the media, the public, or other entities, they must recognize that Board members are not to speak for the CEO, the Board, or USA Swimming, except to repeat explicitly stated Board decisions.
  - C. Board members will not publicly express individual judgments of the performance of the CEO or of other employees, other than when participating in the Board's monitoring functions.
- 6. Board members will treat one another and staff members with respect, courtesy, and honesty.
- 7. Board members must respect the confidentiality appropriate to issues of a sensitive nature.
- 8. A Board member aware of credible information that suggests that a Board policy has been violated, by the Board, a Board member, or the CEO, has an affirmative obligation to bring the concern to the Board Chair. If the <u>Board</u> Chair is the subject of the concern, it should be brought to the <u>Board</u> Vice-Chair.- If the CEO or a staff member is the subject of the concern, the Board will refer to its process for in <u>Policy 4.4 Monitoring CEO Performance</u>, (policy 4.4)
- 9. If a Board member is alleged to have violated the Board'sthe Governing Policies.:
  - A. The <u>Board Chair</u> (or <u>Board Vice-Chair</u>, if the <u>Board Chair</u> is the subject of the concern) will have an informal discussion with the individual whose action(s) are questioned. If this is not successful in resolving the concern, then:
  - B. The <u>Board Chair</u> will put the issue on the agenda for <u>executive closed</u> session. The respondent Board member will be allowed to present <u>his or hertheir</u> views prior to the Board determining whether <u>or not</u> the action violated <u>this Code of Conductthe Governing Policies</u>.
  - C. A Board mMember found by the Board (by majority vote) to have violated these Governing Policies may



be subject to subsequent censure or other Board action, as long as consistent with the Bylaws.

### Policy 2.6 Board Members' Individual Responsibilities

Date of adoption / Last revision: December 6, 2021 February 3, 2018



Board member engagement and participation is integral to the Board's leadership-success. Therefore, each Board member is expected to fulfill the following responsibilities:

- Commitment: Board members are expected to, upon appointment or election to the Board and annually, sign
  a Letter of Commitment indicating that they have reviewed and commit to abide by USA-S'the Articles of
  Incorporation, Bylawsthe Bylaws, future Board resolutions, the Rules and Regulations, including the Code of
  Conduct and these Governing Policies, as may be amended from time to time.
- Attendance: Board members are expected to attend Board meetings on a regular and punctual basis.
   Absence from more than one of the five (5) regularly scheduled meetings in the Board's annual planning cycle will constitute that member's resignation from the Board. –The annual planning cycle starts upon adjournment of the House of DelegatesHOD annual meeting.
  - A. In case of extenuating circumstances, a Board member may request a waiver to this provision. Waivers may be granted by vote of the Board or at the discretion of the Board Chair. -In the latter case, the <u>Board Board</u>-Chair shall inform the Board of such waiver.
- Preparation and Participation: Board members are expected to review agenda materials in advance of Board and committee meetings and to participate productively in discussions.
- Stewardship: -Board members are expected to be alert to the concerns of the membership, the USOPC, and the American public that can be addressed through USA-<u>Swimming's</u> mission and Ends.
- 5. Responsiveness: Board members will be attentive to Board communications and respond promptly to staff and Board member requests for feedback.
- Members as IndividualsCEO Relationship: The CEO is accountable to the Board as a whole and not to individual Board members. Therefore, the relationship between the CEO and individual members of the Board, including the <u>Board</u> Chair, is collegial and not hierarchical.
- Volunteerism: Board members may individually volunteer in operational capacities. In such situations, they are subject to the direct supervision of the CEO or responsible staff person.
- Members in Good Standing: As Board members are recognized representatives of USA Swimming, they are
  expected to remain in good standing within the sport and their respective communities.
- Contributions to USA Swimming Foundation: Each Board member is expected and required to make an annual personal financial contribution to the USA Swimming Foundation. The demonstration of support, rather than the amount of the contribution, is of principal importance.
- Participation in Organizational Activities: -Board members are also encouraged to (i) promote and support the
  activities of the USA Swimming Foundation; and (ii) attend the annual Convention meeting of the HOD, and
  (iii) attend the USA Swimming National Workshop

**Commented [MS13]:** Added to reflect the actual language in the Letter of Commitment.

**Commented [MS14]:** Already required because must be members in good standing, added for clarification and will be added to the Letter of Commitment in the future.

Commented [MS15]: New for 2022

## **Policy 2.7 Board Committee Principles**

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The Board may establish additional Board Committees ("Additional Board Committees") in addition toto supplement the Board Standing Committees of the Board that are set forth in the USA-S Rulebook-Bylaws, to help the Board be more effective and/or efficient in its work. Additional Board Committees and Board Standing Committees are collectively referred to as "Board Committees" in the Governing Policies. Board committees are not to interfere with the Board's delegation of authority to the CEO or the CEO's delegation of authority to other staff.

#### Accordingly:

- Board committees Committees are to help the Board do its job, not to help, advise, or exercise authority over staff.
- Board committees Committees will ordinarily undertake activities not delegated to the CEO, such as by
  preparing policy alternatives and implications for Board consideration or performing specific monitoring
  functions.
- Board committees on mittees may only speak or act for the Board when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in Policy 2.8 the Board Committee Structure policy in order not to conflict with authority delegated to the CEO.
- As the CEO works for the full Board, he or shethey will not be required to seek approval of a Board committee Committee before taking action.
- 5. The composition of each Board committee Committee, as well as the number and purpose of committees, is to be evaluated no less than bi-annually to assure continuity and relevance. —Unless otherwise stated in Policy 2.8 the Board Committee Structure policy, appointments to Board Committees will take place at orshortly after the first Board meeting following the annual House of DelegatesHOD meeting.
- 6. This Policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether it includes Board members. This policy does not apply to committees formed under the authority of the CEO. Working groups and -take forces may be established by the Board or the Board Chair.
- Unless specifically authorized by the Board, a Board Committee may not make any commitment of organizational resources or funds.

# **Policy 2.8 Board Committee Structure**

Date of adoption / Last revision: December 6, 2021 February 5, 2021



Board committees\_Committees\_are those established by and with authority emanating from the Board or as designated the USA-S\_Rulebook\_Rules and Regulations, regardless of whether composition includes non-Board members. The only Board committees\_Committees\_are those set forth below. Unless otherwise specified, the CEO<sub>7</sub> or his/hertheir staff designee; will serve as anon-voting member and resource/liaison (non-voting member/liaison) for each Board committee. The CEO or their staff designee will attend all committee meetings, including closed sessions.

"Standing" Committees of the Board Standing Committees (set forth in Bylaws)

#### 1. Nominating Committee

- A. Deliverable #1: Fulfillment of Conducts the Nominations process, as stipulated in the Bylaws, and Policy 2.9 the Board Nominations and Election policy.
- B. Authority: To incur ncurs costs as budgeted and management time as needed.
  - C. Composition: Per the Bylaws, nine (9) voting members, plus the President/CEO or his or her designee (non-voting)
  - D. Two (2) shall be athlete members (different genders) who meet the USOPC definition of an "athlete representative," proposed by the Athletes Executive Committee and approved by the Board athlete representatives.
- E. Two (2) shall be coaches; one shall be appointed by the Age Group Development Committee and one shall be appointed by the Senior Development Committee from among all coach members of USA Swimming.
- F. Two (2) shall be current members of the Board of Directors, proposed by the Board Chair and approved by the Board of Directors.
- G. One (1) shall be appointed by the USA Swimming Foundation Board of Directors.
- H. Two (2) individuals (different genders) of independent background intended to enhance and complement the diversity of thought and perspective of the remaining composition of this committee (such as ethnicity, geography, business skills) shall be proposed by the Board Chair and approved by the Board of Directors.
- L.C. As outlined in the Bylaws. The Committee shall, at its first meeting of each nominations cycle, select a chairperson from among its own membership.
- Terms of Nominating Committee members shall be three (3) years, staggered such that one-third (1/3) of itsmembers are appointed each year. Members of the Nominating Committee shall be eligible for a maximum-service of two terms.

#### 2. Investment Committee

A. Deliverable #1: <u>Conducts qQuarterly review of performance review</u> of USA\_Swimming's and the <u>Foundation's portfolios</u> investments, as reported to the <u>Investment</u> Committee by the Investment Advisor.

Deliverable #2: Recommendations—Recommends revisions for to the Board and the Foundation Board consideration of concerning revisions to the Board'seach entity's Investment Policy. (See Appendix B).

**Deliverable #3:** Oversight Oversees and conducts periodic reporting to the Boards regarding: the performance of the investment portfolios, per each respective Investment policyPolicy.

B. Authority: To incur costs as budgeted and management time as needed.

 $\begin{tabular}{ll} \textbf{Commented [MS16]:} & \textbf{Added for clarity and per the advice of the USOPC} \end{tabular}$ 

 $\label{lem:commented} \textbf{Commented [MS17]:} \ \mathsf{Removing Bylaw duplication}$ 

C. Composition:—: As outlined in the Bylaws.Five (5) members.—The Vice Chair-Fiscal Oversight who will-serve as chairperson; the Board Chair or the Board Chair's duly appointed representative and three-additional members who shall not be members of the Board of Directors, shall be appointed, one each-year, to serve a three-year term. These three additional members shall include: (i) an individual appointed by the Board Chair and Vice Chair-Fiscal Oversight with the approval of the Board of Directors; (ii) an athlete proposed by the Board Chair and approved by the Board athlete representatives; and (iii) an individual appointed by the Foundation Board Chair with the approval of the Foundation Board.

### **Policy 2.8 Board Committee Structure (continued)**



#### 3. Audit Committee

A. **Deliverable #1:** Confirmation of Confirms auditor's independence and recommendation recommends to the Board thefor engagement of an auditor by no later than end of February each year.

**Deliverable #2:**— Annual specification of Annually specifics the audit scope, consistent with Board-monitoring schedule (see policy-Policy 4.4 Monitoring CEO Performance), including approval of any permitted non-audit services to be provided by the independent auditor.

**Deliverable #3:** Assurance Assures that the auditor has unfettered access to organizational management and records.

**Deliverable #4:** Reviews with the independent auditor of any problems encountered when performing the audit, the audited financial statements, and any management letter provided by the auditor.

**Deliverable #5:** Recommendations for Board consideration-regarding any revisions to the Board's fiscal policies.

**Deliverable #6:** Reviews of the annual Form 990 prior to distribution to the Board of Directors and subsequent submission to IRS.

<u>Deliverable #7: Reviews and accepts the annual Audit Report and makes recommendations for the Board to accept the audit report prior to the distribution to the Board.</u>

**Deliverable #78**: "Direct Inspection" (internal audit) monitoring of compliance with the Board's fiscal ppolicies (Financial Condition, Asset Protection, Budget, Compensation and Benefits), as directed/scheduled by the Board per Ppolicy 4.4 *Monitoring CEO Performance*.

- B. Authority: <u>DirectsTo direct</u> work of outside auditors, to use management time as needed for administrative support, and to incur costs as budgeted for all matters related to the audit. <u>No member of the committee shall have check signing authority for USA swimming.</u>
- C. Composition: As outlined in the Bylaws. Five (5) members appointed by the Board Chair. The Vice-Chair-Fiscal Oversight serves as chairperson, the USA Swimming Foundation Treasurer, a non-officer-Board member, an athlete whose appointment shall be approved by the Board athlete representatives and one additional member with designated financial experience.

### 4. Credentials-/-Elections Committee

- A. **Deliverable:** Certification of Certifies delegates at the annual meeting of the corporation HOD, supervise elections held at the annual meeting, and certifiesy results of elections held at the annual meeting.
- B. Authority: To incurIncurs costs as budgeted and management time as needed.
- C. Composition: As outlined in the Bylaws. Eight (8) non-athlete members appointed by the Board Chair and a sufficient number of athlete members appointed by the Board Chair and approved by the Board athlete representatives so as to constitute at least twenty percent (20%) of the voting membership. Each non-athlete member shall serve a four-year term, staggered so that one-fourth of such members are appointed each year. Members are not subject to consecutive term limits.

### 5. National Board of Review Committee

- A. Deliverable: Acts as a hearing body to resolve matters, questions, and disputes involving USA-<u>SwimmingSwimming</u>, the <u>Local Swimming CommitteesLSCs</u>, or the membership – per the\_-<u>RulebookRules and Regulations</u>.
- B. Authority: To incurIncurs costs as budgeted and management time as needed.
- C. Composition: As outlined in the Bylaws. The National Board of Review Committee shall consist of such-number of members as the Board Chair may deem appropriate from time to time. Such members shall be appointed by the Board Chair, with the advice of the Secretary & General Counsel, who shall serve as an ex-officio member with voice but no vote. At least twenty percent (20%) of the voting membership of the National Board of Review Committee shall be athlete members who meet the USOPC's definition of

#### Governing Policies of the USA Swimming Board of Directors

"athlete representative" and whose appointments are approved by the Board athlete representatives. The Chair and Vice Chair(s) of the National Board of Review shall serve as the Chair and Vice Chair(s), respectively of the National Board of Review Committee. The term of the Chair, Vice Chair(s) and other members of the National Board of Review Committee shall be two years with a limit of five (5) full terms-each may serve.

### 6. Ethics Committee

A. **Deliverable #1:** Makes recommendations for Board consideration regarding revisions to USA Swimming's Statement of Ethics and Conflict of Interest Policy.

Deliverable #2: Reviews Conflict of Interest Disclosure forms filled out annually by all individuals covered by the Conflict of Interest Policy; documents review of disclosures, decides if any potential conflicts of interest do exist and whether any mitigating measures are possible, and determines steps that the individual involved must take to manage or avoid the potential conflict; investigate any reports of alleged violations of the Conflict of Interest Policy.

**Deliverable #3**: Investigates and makes determinations regarding potential and/or alleged retaliation under USA Swimming's Whistleblower and Anti-Retaliation Policy.

**Deliverable #4**: Reviews disclosures under USA Swimming's Gifts and Entertainment Policy; makes any appropriate approvals of potential gifts or invitations as required by the Gifts and Entertainment Policy.

- B. Authority: Directs individuals covered under the Conflict of Interest Policy in order to avoid potential conflicts: investigates reports of any alleged violations of the Conflict of Interest Policy and generates a report of findings; takes appropriate and reasonable disciplinary and corrective action as appropriate for any violations of the Conflict of Interest Policy; investigates any reports of retaliation under the Whistleblower and Anti-Retaliation Policy and files any necessary complaints with the National Board of Review; approves disclosures under the Gifts and Entertainment Policy and requires, as necessary, that any gifts be returned or donated.
- C. Composition: As outlined in the Bylaws.

Commented [MS18]: Per recommendation of the USOPC/audit guide best practices

#### Policy 2.8 Board Committee Structure (continued)



### Additional Board Committees

- 1. Governance Committee
  - A. Deliverable #1: As directed by the Board or requested by the <u>Board</u> Chair, <u>preparation prepares</u> and/or reviews of proposed revisions to the <u>Governing Policies</u>, the Bylaws, and Board-proposed revisions to the <u>USA Swimming Rules</u> and Regulations, and implications for Board consideration.

Deliverable #2: Thorough orientation and training Orients and train osf new Board members.

**Deliverable #3:** Recommendations, for Board consideration, regarding additional Board training opportunities to enhance the Board's governance skills and capabilities.

- B. Authority: To incurlncurs costs as budgeted and management time as needed.
- C. Composition: Five Three (3) members. To be chaired by the Board Vice-Chair/Chair Elect, and to include the Board Chair, in addition to plus-one (1) two additional non-athlete Board membergs, chosen annually by the Board Board Chair, and including at least one one (1) Board athlete representative, decided annually among the Board athlete representatives.

D-C.

### 2. Executive Compensation Committee

A. **Deliverable #1:** Recommendations, for Board consideration, regarding adjustments to the CEO's compensation and benefits package. To be presented resents to the Board in a timely manner, to allow final action to be taken by the November meeting each year.

**Deliverable #2:** Accompanying the recommendations, provides data as to comparable compensation for similarly qualified persons in comparable positions.

**Deliverable #3:** -Contemporaneously documentation documents and recordkeeping records with respect to the deliberations and decisions regarding CEO compensation.

**Deliverable #4:** Prepares for Board's consideration in February, and in consultation with the CEO, annual incentive plan goals and metrics for the bonus component of CEO compensation; annually reviews and reports to the Board the CEO's performance results vis-a-vis previously established goals.

- B. Authority: To incur Incurs costs as budgeted and management time as needed.
- C. Composition: Three Board members Three (3) Board members. A Board member serving as committee Chaircommittee chairperson, plus one (1) non-athlete Board member, both chosen annually by the Board Chair, and one (1) Board athlete representative, decided-chosen annually among by the Board athlete representatives.

<del>D.</del>C.

#### 3. Zone Directors' Council

- A. Deliverable: Provision Provides of advice and input to inform the Board of Directors of issues and opportunities within the four zones.
- B. Authority: To incurlncurs costs as budgeted and management time as needed.
- C. Composition: The twelve (12) elected Zone Directors, consisting of a Coach Director, a Non-Coach Director, and an <u>aAthlete rRepresentative (approved and appointed by the USA Swimming Athletes' Advisory Council)</u> from each Zone. Chair to be elected by the group from among its members.

В.

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Commented [MS19]: Proposal: makes the Governance Committee compliant, shrinks size so only one BOD athlete must participate.

## Policy 2.9 Board Nominations and Elections

Date of adoption / Last revision: December 6, 2021 April 24, 2020



Commented [MS20]: Only minor edits were made to this section; this will be addressed by the Task Force

Commented [MS21]: Deleted here to avoid redundancy in

The Board of Directors shall ensure that the nominations and elections process is administered in accordance with the Bylaws and the following policies.

- 1. Composition: The nine voting members of the Nominating Committee shall, per the Bylaws, be:
- Two (2) shall be athlete members (different genders) who meet the USOPC definition of an "athlete representative," proposed by the Athletes Executive Committee and approved by the Board athlete
- Two (2) shall be coaches; one shall be appointed by the Age Group Development Committee and one shall be appointed by the Senior Development Committee from among all coach members of USA
- Two (2) shall be current members of the Board of Directors, proposed by the Board Chair and approved by the Board of Directors.
- One (1) shall be appointed by the USA Swimming Foundation Board of Directors.
- Two (2) individuals (different genders) of independent background intended to enhance and complement the diversity of thought and perspective of the remaining composition of this committee (such as ethnicity, geography, business skills) shall be proposed by the Board Chair and approved by the Board of Directors.
- In addition, the President/CEO or his or her designee shall be a non-voting member of the committee.
- 1. Appointment: Terms of Nominating Committee members shall be three (3) years, staggered such that onethird (1/3) of its members are appointed each year. Members of the Nominating Committee shall not be eligible to be appointed to this committee once they have served two terms.

- A. By September 30January 1 of each year, the Secretary & General Counsel shall distribute the current Nominating Committee roster/term matrix, noting that the Board, the USA Swimming Foundation Board of Directors, and committees and/or boards due to make appointments to the Nominating Committee are to do so by no later than January 15th February 1 (the "Appointment Deadline")... The notice is to convey that individuals serving on the Nominating Committee may not be presented on the slate of Board nominees.
- The incumbent Chair of the Nominating Committee shall convene the initial meeting of the following year's committee within forty-five (45) days after the appointment deadline, and after the January/February Board meeting. At the initial meeting, the committee shall select a chairperson from among its own membership.

C.B.

Nominating Criteria: No later than its January/February meeting each year, the Board will consider its needs for certain competencies, and will identify and provide a "charge" to the Nominating Committee that specifies experience, skills and attributes that would constitute "ideal candidates" to complement and augment the composition of the incumbent Board in the upcoming nominations/election cycle. Primary criteria may include:

Commented [MS22]: The two coach positions are appointed by committees, and those Chairs are usually not appointed until November – I've built this out to give us more time this year, and then the Task Force

recommendations will come into play going forward

## Policy 2.9 Board Nominations and Elections (continued)



- Past demonstration of commitment to USA-S, or a "demonstrable connection to the sport."
- · Governance experience, e.g. knowledge and skills in policy-making, legal and fiduciary responsibilities.
- High-level (board or management) experience in setting standards for and/or overseeing a multi- milliondollar corporation.
- Financial literacy.
- · Demonstrated ability to participate productively in group processes.
- · Professional relationships/associations that may be beneficial to USA-S.
- Commitment to support and adhere to the Board's governing documents (Bylaws, Governing Policies, etc.).
- Ensuring diversity within the Board's composition (gender, ethnic, age, geography, etc.).
- For incumbent or past Board members seeking re-nomination, fulfillment of individual Board members' responsibilities.
- 3. Call for Nominations: The Nominating Committee shall issue a Call for Nominations, which may be self-nominating or by third party with written consent of the proposed nominee. The Call for Nominations shall convey the number and qualifying criteria, per the Bylaws, of Board seats to be elected at the subsequent House of Delegates meeting, and shall include:

3.

- The deadline by which nominations must be submitted.
- Then-current Board policies on *Board Members' Code of Conduct* and *Board Members' Individual Responsibilities*, highlighting expectations regarding:
  - o Board meeting attendance.
  - Advocating and voting for what's in the best interests of USA Swimming, its members and the sport, and not for any specific stakeholder groups.
  - That Board members are not to exercise individual authority over the President & CEO or any member of the USA Swimming staff, unless explicitly Board-authorized for a specific purpose.
- Profile highlighting the "ideal candidate" skills and attributes as identified by the Board of Directors for that nominating cycle.
- An application form addressing prospective candidates' qualifications, skills and reason(s) for interest in serving on the USA-S Board.

 Candidate Screening: The Nominating Committee will screen proposed candidates to ensure that they meet all requirements for Board membership.

- A. Based on candidate applications and membership status, those candidates the Nominating Committee wishes to advance for further consideration will be invited to participate in an initial videoconference interview with a minimum of two Nominating Committee members. The Committee will maintain a list of standardized interview questions, and responses will be summarized and presented on a scoring matrix to be shared with all Nominating Committee members.
- B. Based on initial videoconference interviews, those candidates the Nominating Committee wishes to advance for further consideration will be provided with USA-S' Bylaws and its then-in-effect Governing Policies Manual, and invited to a second interview with at least two other Nominating Committee members. Candidates will be invited to ask questions pertaining to the Governing Policies and structure of the Board and organization.
- C. To be placed on the ballot, candidates will be required to sign, and submit by a specific deadline, a written commitment to serve in accordance with said Bylaws and Governing Policies.



# Policy 2.9 Board Nominations and Elections (continued)



- 5. Selection of Nominees: The Nominating Committee shall consider the merit and qualifications of all candidates who have fulfilled the screening process set forth above. It shall address the Board composition requirements of seats to be filled in the current nominations/elections cycle (see Bylaws Article 504.2 re: athletes, coaches, zone geography, semi-independent status, etc.). Overlaying these needs and the pool of vetted candidates, the Nominating Committee will recommend at least two, but not more than three, nominees for each seat open for election.
  - A. The list of proposed nominees for at-large Board positions will be presented to the House of Delegates at least thirty (30) days prior to its annual meeting. Accompanying the list, and in related correspondence sent to the Delegates, a biography/nominee statement, not to exceed 250 words, for each proposed nominee shall be distributed. A photo, if provided by the nominee, shall also be included.
  - B. The list of proposed nominees for Athlete Representative(s) to the Board will be distributed to athletes who meet the USOPC definition of "athlete representatives" at least 30 days prior to the annual meeting of the House of Delegates, along with instructions informing athletes how to vote in the electronic/virtual election. The period of the electronic election shall be seven (7) days, commencing eleven (8) days prior to the annual meeting of the House of Delegates, and closing the day prior.
  - C. In addition to the Call for Nominations and vetting process, other members may self-nominate or be nominated by a third party with written consent of the proposed nominee by submitting their names to the Credentials/Elections Committee no later than fourteen (14) days prior to the start of the meeting of the House of Delegates.
- Election: The ballots distributed to the House of Delegates and to the athlete representatives shall explicitly state/present:
  - A. The list of vetted and proposed nominees shall be prominently highlighted as such on the respective ballots. Any other nominees will have their names listed with no supporting information.
  - B. The number of nominees Delegates or athlete representatives may vote for; and
  - C. For at-large Board positions, the composition requirements for seats open to election (e.g. of coaches, zone geography, semi- independents, etc.).
  - D. The candidates with the highest number of votes subject to Board composition requirements shall be elected to the Board.
- 7. **Timeline**: The annual nominations and election cycle timeline shall be:

- <u>SeptemberJanuary</u>: Secretary & General Counsel distributes Nominating Committee Roster/Matrix, highlighting positions to be appointed for the subsequent cycle.
- January February 1: Nominating Committee appointees confirmed by January 15th
- Jan/Feb: At the January/February Board meeting, Board determines "ideal candidate" attributes and skills charge to the Nominating Committee.
- February: Nominating Committee selects its chairperson. Begins updating Call for Nominations materials, forms and communications plan.
- April: First week of April: Call for Nominations announced and promoted/distributed via email and on USA-S website.
- May: May 15th: Deadline for nominations to be submitted (electronic)
- May-July: Nominating Committee screens candidates. Develops recommended slate of vetted candidates.
- August: List of proposed nominees, with accompanying biographical information/nominee statement and photograph, distributed at least 30 days prior to the meeting of the House of Delegates
- September: 14 days prior to the meeting of the House of Delegates, Credentials & Elections committee
  adds any names of individuals to the respective ballots who were not screened and recommended by
  the nominating committee, but who, per USA Swimming Corporate Bylaws Article 6.3.3.C, selfnominated or consented to be nominated separate from the Nominating Committee process. Such names
  are to be presented "below the line" as such, and with no supporting information.
  - Eight days prior to the meeting of the House of Delegates, electronic balloting begins for Athlete Representative. Balloting closes the day prior to the House of Delegates meeting, with the election results announced to the House of Delegates simultaneous to those of the at-large election.

## Policy 2.10 Budgeting for Board Prerogatives

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The Board will consciously invest in its ability to govern effectively. Accordingly:

- The Board will allocate resources to ensure that it has sufficient skills, methods, and supports to assure
  excellence in its leadership.
  - A. Training will be used appropriately to orient new Board members and to increase existing Board members' skills and knowledge.
  - B. Outside monitoring, including fiscal audit, will be arranged as needed to help the Board have confidence that organizational performance meets expectations, as stated in these <a href="Governing P">Governing P</a>policies. This includes, but is not limited to, audits, reviews, or opinions on fiscal, legal, or governance matters.
  - C. Effective communications will be used as needed to ensure the Board understands <u>USA Swimming's</u> members' and public viewpoints and values.
- 2. Costs will be prudently incurred, but sufficient to ensure the development and provision of superior governance. Annual governance prerogatives to be considered include costs for:
  - A. Board meetings (including Board member travel; USA Swimming must cover travel costs for athlete Board members to attend Board meetings).
  - B. Board member reimbursements for authorized attendance at conferences, workshops, etc.
  - C. Board training (governance consulting, publications, etc.).
  - D. Fiscal audit and other third-party monitoring of organizational performance.
  - E. Opinion surveys, focus groups, and other membership linkage activities.
  - F. Board Ceommittee functions (other than Audit, as itemized described in D above).
  - G. Board Chair's discretionary expenses.
  - H. Board mMeeting technology/software platform.
- The Board will establish its budget for these prerogatives in the next fiscal year each year during the Board meeting normally held in September, so that it may be incorporated into the overall USA-<u>S Swimming</u> budget prepared by staff for presentation to the Board in November.

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Commented [MS23]: Audit Standard A.3.a(I)

# **Policy 3.0 General Management Constraint**

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



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 USOPC's Bylaws or USA-Swimming's Swimming's Rules and Regulations.

# Policy 3.1 Treatment of Members-/-Customers

Date of adoption / Last revision: <u>December 6, 2021</u> February 3, 2018



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

Further, the CEO will not:

- Collect, review, transmit, store, or destroy member/customer data without protecting against improper access
  to that information.
- Operate without clearly conveying to members/customers what may be expected from the USA-Swimming Swimming programs and services offered.
- 2. Operate without exhibiting operational and financial transparency.
- 3. Pertaining to members, operate without conveying applicable USA-Swimming Swimming Code of Conduct expectations of members, including, but not limited, to it being the policy of USA-Swimming 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.
- 3.4. Operating without ensuring that athlete safety rules, policies, and procedures comply with the requirements of the USOPC, the Fédération Internationale De Natation ("FINA"), and the U.S. Center for SafeSport.
- 4.5. Operate without enforcing the USA-Swimming Swimming Code of Conduct.

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Commented [MS24]: Audit Standard E.1. a) i.

Commented [MS25]: Audit Requirement A.3.a(c)(vi)

# Policy 3.2 External Relations

Date of adoption / Last revision: December 6, 2021 February 3, 2018



With respect to USA-Swimming Swimming's's interactions with other entities, the CEO will not operate without cultivating and maintaining senior leadership level relationships with all relevant national and international organizations, including but not limited to: <a href="https://documents.org/the-use-nt-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-national-new-nation

## Policy 3.3 Treatment of Employees and Volunteers

Date of adoption / Last revision: December 6, 2021 February 3, 2018



With respect to the treatment of employees and volunteers, the CEO will not cause or allow conditions that are unfair, unsafe, or undignified.

Pertaining to employees, the CEO will not:

- Operate without ensuring employees are provided with written personnel policies, reviewed by qualified legal counsel, which clarify personnel rules for employees and provide for effective handling of complaints/grievances.
  - A. Allow employees to be unaware of the Board's governing policiesthe Governing Policies including, but not limited to, this Policy 3.3 Treatment of Staff policy Employees and Volunteers, along with the CEO's interpretations of staff's protections under this Policy.
- 2. Allow employees to be unprepared to deal with reasonably foreseeable emergency situations.
- 3. Retaliate or allow retaliation against an employee for non-disruptive, internal expression of dissent, or for reporting to management or to the Board of Directors (per the processes for handling of grievances in the personnel Employee Handbook or policies) acts or omissions by USA-S Swimming personnel, management, or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Boardthe Governing Policies.
  - A. Prevent employees from grieving to the Board when (a) internal grievance procedures outlined in the Personnel Manual-USA Swimming Employee Handbook have been exhausted and (b) the employee alleges that Board policythe Governing Policies haveas been violated.
- 4. Per the Ted Stevens Olympic & Amateur Sports Act, the CEO will not allow any individual who is an employee, contractor, or agent of USA Swimming to assist a member or former member in obtaining a new job, if that individual knows that such member or former member violated the policies or procedures of the U.S. Center for SafeSport related to sexual misconduct or was convicted of a crime involving sexual misconduct with a minor in violation of applicable law. This prohibition is in addition to any restrictions set for in the USA Swimming Employee Handbook.

**Commented [MS26]:** New requirement specified in the 2020 amendment to the Ted Stevens Act.

# **Policy 3.4 Financial Condition and Activities**

Date of adoption / Last revision: December 6, 2021 February 3, 2018



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 the Board's Ends priorities.

### Further, the CEO will not:

- Manage finances without adherence to applicable Generally Accepted Accounting Principles (GAAP) as promulgated by the Financial Accounting Standards Board (FASB).
- 2. 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.
- Allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 30-day period.
- 4. Borrow funds (with exception of credit cards used for normal business purposes paid in full each month).
- 5. Use Board-designated Operating Reserve funds.
- 6. Operate without settling payroll obligations and payables in a timely manner.
- 7. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 8. Execute a purchase commitment, check, or electronic funds transfer for greater than \$250,000 unless such purchase was explicitly itemized in budget monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable.
- 9. Acquire, encumber, lease or dispose of real property.
- 10. Operate without aggressively pursuing material receivables after a reasonable grace period.
- Operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.
  - A. Operate without clearly delineated procedures and limitations for payment/reimbursement of authorized expenses incurred by <u>beard-Board</u> members and committee members, and others who are entitled to reimbursement from USA-S <u>Swimming</u>.
  - B. CEO credit card statements and/or expense reimbursements must be reviewed and authorized for payment by the <u>Vice-Vice-Chair-\_</u>—Fiscal Oversight. CEO credit card statements must be reviewed and approved within 30 days of payment.

## **Policy 3.5 Asset Protection**

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The CEO will not cause or allow USA Swimming's assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, the CEO will not:

- 1. Allow USA-Swimming to be without sufficient insurance coverage, including:
  - A. Casualty losses and property losses to at least replacement value.
  - B. Liability losses to Board members, staff, and the organization itself in an amount equal to or greater than the average for comparable organizations.
  - C. Employee theft and dishonesty.
  - D. Cyber-security.
- Subject USA-S'USA Swimming's facilities and equipment to improper wear and tear or insufficient maintenance.
- 3. Operate without employing risk management practices to minimize exposure of the organization, the Board, staff, or their agents to claims of liability.
- 4. Allow procurements without reasonable protection against conflicts of interest.
- 5. Allow a purchase of any material amount without having compared prices and quality.
- Allow USA-S' <u>Swimming's</u> intellectual property, information, resources, and files to be exposed to loss, improper access, misuse, or significant damage.
- Operate without adhering to a Records Retention Schedule, approved by the Secretary & General Counsel, for the maintenance of documents and records.
- 8. Operate without internal controls over receipts and disbursements, and to prevent dissipation of assets, sufficient to meet the Board-appointed auditor's recommendations (as set forth in the auditor's Management Letter and/or other communications).
- 9. Compromise the independence and transparency of the Board's relationships with auditors or other providers of governance support. Such entities may not be engaged by the CEO unless explicitly Board authorized.
- 10. Invest operating capital or reserve funds in a manner inconsistent with the Investment Policy.
- 11. Endanger USA-S Swimming's public image or credibility.
- 12. Substantially alter the organization's corporate identity.

## Policy 3.6 Financial Planning and Budgeting

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



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.

Accordingly, the CEO will not allow budgeting that:

- Risks incurring those liquidity situations or conditions described as unacceptable in <u>Policy 3.4the Financial</u> Conditions and Activities policy.
- 2. Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.
  - A. An investment return of up to 4.7% of the previous <u>fiscal year endFYE</u> balance of Undesignated and Board-Designated Operating Reserve funds may be projected as operating revenue.
- 3. Plans the expenditure in any quadrennial cycle of more funds than are conservatively projected to be received.
- 4. 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.
- Omits allocation for Board activities per the Budgeting for Board Functions policy Board Process Policies. (see policy in Board Process).

# Policy 3.7 Compensation and Benefits

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



With respect to employment, compensation, and benefits for employees, consultants, contractors, or volunteers, the CEO will not cause or allow jeopardy to USA <a href="Swimming-S's">Swimming-S's</a> fiscal integrity or public image.

### The CEO will not:

- 1. Establish salaries and benefits that deviate materially from the geographic and/or professional market value for the skills employed.
- 2. Change his or hertheir own compensation.
- Change his or hertheir own benefits, except as consistent with the package for all other employees.
- 4. Promise or imply anything other than "at-will" employment.
- 5. Create obligations to consultants or contract vendors that are not consistent with annual/quadrennial budget
- 6. Establish or change retirement benefits that would cause situations unpredictable for the organization or inequitable for employees.

# **Policy 3.8 Emergency Management Succession**

Date of adoption / Last revision: <u>December 6, 2021</u> February 3, 2018



The CEO will not operate without management succession planning processes to facilitate smooth and competent operation of the organization during key personnel transitions.

Further, the CEO will not:

 Have fewer than two (2) other members of the management team sufficiently familiar with Board and CEO issues and processes to enable either <u>member</u> to take over with reasonable proficiency as an interim successor.

## **Policy 3.9 Board Awareness and Support**

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The CEO will not cause or allow the Board to be uninformed or unsupported in its work. The CEO will not:

- Withhold, impede, or confound information necessary for the Board's informed accomplishment of its job. The CEO will not:
  - A. Neglect to submit monitoring reports (including the CEO's policy interpretations, as well as compliance data) required by the Board (see <u>Policy 4.4</u> Monitoring CEO Performance policy in Board-Management Delegation) in a timely, accurate, and understandable fashion.
  - B. Let the Board be unaware of any actual or anticipated noncompliance with <u>Ends/Priority Results Policies</u> and adherence to <u>Management Parameters Policies</u> any <u>Ends or Management Parameters policy</u>, regardless of the monitoring schedule set forth by the Board.
  - C. 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.
  - D. Let the Board be unaware of any Board or Board member actions that, in the CEO's opinion, are not consistent with <u>Board Process Policies and Board-Management Delegation Policies 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.</u>
  - E. 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/EYIfor informational purposes only.
- Allow the Board to be without logistical and administrative support for official Board, officer, or committee
  communications and functions.
- Deal <u>Interact</u> 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.

## Policy 3.10 LSC REPORTING REQUIREMENTS

Date of adoption / Last revision: <u>December 6, 2021</u> February 3, 2018



With respect to relationships with Local Swim Committees (LSCs), the CEO will not operate without establishing and maintaining a cohesive national organizational structure ensuring appropriate alignment between USA Swimming and its LSCs.

Further, the CEO will not:

- Operate without standardized contractual agreements between USA Swimming and the Boards of Directors
  of <u>the</u> LSCs, delineating mutual expectations and responsibilities, including but not limited to:
  - A. Alignment with the mission/Ends of USA-S Swimming.
  - B. Protection of USA-<u>S Swimming</u> from assumption of financial liability for the activities of the affiliated chapters and regions.
  - C. Use of USA\_-Swimming's name, insignia, logo, and brand.
  - D. Requiring that any revisions to LSC Bylaws are submitted to USA-S. Swimming's Secretary & General Counsel, or her/histheir designee, to verify consistency with "Required Bylaws" provisions of USA Swimming's Rules and Regulations.
  - E. Terms and conditions for disbursement of dues.

# Policy 3.11 USA <u>SWIMMING-Swimming</u> Foundation Management

Date of adoption / Last revision: February 3, 2018 December 6, 2021



The CEO will not operate without ensuring the fulfillment of mutual obligations outlined in the Memorandum of Understanding between the USA Swimming Foundation and USA Swimming.

# **Policy 4.0 Board/Management Connection**

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



The Board's official connection to the operating organization, its achievements, and its conduct is through its chief-executive officer, titled "President & CEO" ("CEO"). the CEO.

# **Policy 4.1 Unity of Control**

Date of adoption / Last revision: <u>December 6, 2021</u> <u>February 3, 2018</u>



The Board of Directors acts with one voice in establishing expectations of the CEO.

### Accordingly:

- No Board member, officer, or committee has authority over the CEO, or any member of the CEO's staff, except in rare instances when the person or committee Board member, officer, or committee has been explicitly authorized to direct or use staff resources for a specific issue.
- 2. Board members <u>erand</u> committees may request information, but if such request<u>in\_in</u> the CEO's judgment-<u>requires\_requires</u> a material amount of staff time or funds or is disruptive, it may be declined. The committee or Board member may then refer the request to the full Board for consideration.

## Policy 4.2 Accountability of the CEO

Date of adoption / Last revision: December 6, 2021 February 3, 2018



All Board authority delegated to management is delegated through the CEO. Therefore, the authority and accountability of staff, as far as the Board is concerned, is the authority and accountability of the CEO.

#### Accordingly:

- 1. The Board will not give instructions to any staff other than the CEO (without consent of the CEO).
- 2. The Board will not evaluate, either formally or informally, any staff other than the CEO.
- 3. The Board will consider and evaluate CEO performance as synonymous with organizational achievement of Ends and compliance with Management Parameters Policies. No performance measure established by the Board or a subset of the Board shall conflict with or modify this measure of performance.
- 4. Consequently, the CEO's accountability and evaluation will be based on performance in two areas:
  - A. Organizational achievement of Ends/Priority Results Policies the Board's Ends policies.
  - B. Organizational operations within the parameters of legality, prudence, and ethics established in the Board's Management Parameters Policies Poli

## Policy 4.3 Delegation to the CEO

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The Board will direct the CEO through written policies setting forth the organizational Ends to be achieved and organizational situations/actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

### Accordingly:

- Ends/Priority Results Policies Ends policies direct the CEO to achieve certain results, for certain recipients at
  a specified worth or priority. These policies will be systematically developed from the broadest, most general
  level, to more defined levels.
- 2. Management Parameters Policies Management Parameters policies define the boundaries of legality, prudence, and ethics within which the CEO is free to operate. These policies describe the practices, activities, decisions, and circumstances that would be unacceptable to the Board, even if effective in producing the desired results. Management Parameters will also be systematically developed from the broadest, most general level to more defined levels. To ensure accountability for performance, the Board will not prescribe organizational means delegated to the CEO.
- 3. An Ends or Management Parameters policy at a given level does not limit the scope of any preceding level.
- 4. The CEO is authorized to establish further policies, make decisions, take actions, establish practices, and develop activities, as long as they are consistent with any reasonable interpretation of <u>Ends/Priority Results</u> <u>Policies these Ends</u> and <u>Management Parameters Policies Management Parameters policies</u>.
- 5. The Board may change <u>Ends/Priority Results Policies and Management Parameters Policiesits Ends and Management Parameters policies</u>, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice and authority given to the CEO. However, as long as any particular policy delegation is in place, the Board will respect and support decisions made by the CEO that are consistent with reasonably interpreted Board policy.

### **Policy 4.4 Monitoring CEO Performance**

Date of adoption / Last revision: December 6, 2021 February 3, 2018



The Board will systematically monitor CEO job performance, determining the extent to which Ends are being achieved and whether operational activities fall within boundaries established in <a href="Management Parameters">Management Parameters</a> policies</a>Management Parameters policies.

### Accordingly:

- Monitoring is simply to determine the degree to which Board policies the Governing Policies are being met.
   Information that does not address accomplishment of Ends and compliance with Management Parameters will not be considered in the Board's evaluation of CEO performance.
- Ends/Priority Results Policies and Management Parameters Policies Ends and Management Parameters
  policies may be monitored by one or more of three methods:
  - A. Internal Reports: The CEO discloses in writing <a href="https://hertheir">his/hertheir</a> policy interpretations, along with data supporting <a href="https://hertheir">his/hertheir</a> assessment of accomplishment of, or compliance with, the <a href="https://policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.policy.polic
  - B. External Reports: An external, disinterested third party selected by and reporting to the Board assesses accomplishment of, or compliance with, <u>Board policiesthe Governing Policies</u>, as reasonably interpreted by the CEO.
  - C. Direct Board Inspections: A designated Board member(s) or committee assesses CEO compliance with a given policy, as reasonably interpreted by the CEO.
- 3. In every case, the Board is committed to accepting any reasonable CEO interpretation of the Board policy. Policy being monitored. The Board is the judge of reasonableness and will always use the "reasonable person" test (whether what the CEO did was what a reasonably prudent executive would do in that context), even if those choices differ from those the Board or any of its members may have made.
- 4. In every case, the Board will judge whether:
  - A. The CEO's interpretation is reasonable, and
  - B. Data demonstrates reasonable accomplishment of, or compliance with, the CEO's interpretation.
- 5. Interpretations determined by the Board not to be reasonable, or data determined not to demonstrate reasonable accomplishment of, or compliance with, a Board policy-Policy as interpreted, will be subject to a remedial process agreed to by the Board. Such discussions will be in Executive/Closed Sessionclosed session (only voting Board members, officers plus any other parties specifically invited by the Board to attend).
- 6. All policies Policies instructing the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule:

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## Policy 4.4 Monitoring CEO Performance, continued Date of adoption / Last revision: <u>December 6, 2021 May 12, 2018</u>



| CEO MONITORING SCHEDULE                                           |                       |                   |                                                                                                   |  |  |  |  |  |  |
|-------------------------------------------------------------------|-----------------------|-------------------|---------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| POLICY                                                            | METHOD                | FREQUENCY         | SCHEDULE<br>(BY END OF MONTH)                                                                     |  |  |  |  |  |  |
| Ends/Priority Results                                             |                       |                   |                                                                                                   |  |  |  |  |  |  |
| 1.0 Broadest: -(Growth/Success of Swimming)                       | Internal              | Annually          | Winter January / February                                                                         |  |  |  |  |  |  |
| 1.1 Competitive Success                                           | Internal              | Annually          | Convention Annual Business Meeting                                                                |  |  |  |  |  |  |
| 1.2 Successful Athletes, Coaches and Clubs                        | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |
| 1.3 Public Engagement with Swimming                               | Internal              | Annually          | Spring                                                                                            |  |  |  |  |  |  |
| 1.4 Recognition of USA Swimming:                                  | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |
| М                                                                 | Management Parameters |                   |                                                                                                   |  |  |  |  |  |  |
| 3.0 General Management Constraint                                 | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |
| 3.1 Treatment of Members/Consumers                                | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |
| 3.2 External Relations                                            | Internal              | Annually          | Spring                                                                                            |  |  |  |  |  |  |
| 3.3 Treatment of Staff                                            | Internal              | Annually          | Winter January / February                                                                         |  |  |  |  |  |  |
| 3.4 Financial Condition and Activities                            | Internal              | Quarterly         | Winter January/February / Spring / Convention-Annual Business Meeting / FallNeyember              |  |  |  |  |  |  |
|                                                                   | External              | Annually          | Spring (Audit)                                                                                    |  |  |  |  |  |  |
| 3.5 Asset Protection                                              | Internal              | Annually          | Spring                                                                                            |  |  |  |  |  |  |
| 3.6 Financial Planning and Budgeting                              | Internal              | Semi-<br>annually | Convention Annual Business Meeting –<br>Mid-year update/re-forecast<br>November – Annual Forecast |  |  |  |  |  |  |
| 3.7 Compensation and Benefits                                     | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |
| 3.8 Emergency Management Succession                               | Internal              | Annually          | Spring                                                                                            |  |  |  |  |  |  |
| 3.9 Board Awareness and Support                                   | Internal              | Annually          | WinterJanuary/February                                                                            |  |  |  |  |  |  |
| 3.10 LSC Reporting Requirements                                   | Internal              | Annually          | Convention Annual Business Meeting                                                                |  |  |  |  |  |  |
| 3.11 USA Swimming Foundation Management Back to Table of Contents | Internal              | Annually          | November                                                                                          |  |  |  |  |  |  |



### Policy 4.5 Board Access to CFO in Internal Auditor Capacity

Date of adoption / Last revision: December 6, 2021 February 3, 2018

Direct but limited access to the Board by the Chief Financial Officer ("CFO"), in an Internal internal Auditor auditor capacity, is an exception to the exclusive role of the CEO in connecting governance and management.

### Accordingly:

- If after having brought to the CEO's attention any financial impropriety discovered in the course of his orhertheir own work, the CFO feels that the CEO has failed to address the impropriety, the CFO must report that impropriety to the Vice-Vice-Chair\_-Fiscal Oversight.
- 2. Impropriety in this context means a material deficiency in financial management or a violation of Beardpolicies the Governing Policies regarding financial affairs of USA Swimming-S.
- 3. Nothing in this policy Policy impedes the CEO from exercising his or hertheir Board-granted prerogative to interpret applicable Board policies under the "reasonable interpretation" rule, nor does it remove from the Board the right to judge reasonableness. However, impropriety as used above can indicate that in the opinion of the CFO as Internal an internal Auditorauditor, an interpretation made by the CEO is not "reasonable."
- 4. The CFO is in all other ways subject to the CEO's managerial authority, as are all other employees, and has no direct access to the Board except as described in this <a href="PelicyPolicy">PelicyPolicy</a>. The CEO may not impede the CFO's official access as an <a href=""">"i"</a>Internal <a href="Auditorauditor">Auditorauditor</a>" as described in this <a href="Peolicy">Peolicy</a>, or seek to inappropriately influence the content of the CFO's reporting to the Board as set forth in this <a href="Peolicy">Peolicy</a>.
- Nothing in this prevision-Policy shall be deemed to limit or prohibit the Board from hiring external or internal
  auditors who report to the Board or any audit or other committees established by the Board for such
  purposes.

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### Policy 4.6 Board Relationship w/the Secretary & General Counsel

Date of adoption / Last revision: December 6, 2021 February 3, 2018



As USA\_-Swimming's chief legal officer, the role of the Secretary & General Counsel is to ensure that the actions of USA Swimming's Board of Directors and its President & CEO take place with competent and prudent legal counsel and representation.

The following pertains exclusively to the Secretary & General Counsel's capacity as the chief legal officer of USA Swimming:

### 1. Accountability of the Secretary & General Counsel

- A. The Secretary & General Counsel is accountable to, and serves at the pleasure of the CEO, and shall also provide regular updates pertaining to governance-related issues to the Board Chair.
- B. If Board members or committees request information or assistance without Board authorization, the Secretary & General Counsel may refuse such requests that require, in her or /histheir opinion, an inappropriate amount of staff time or funds or is-are disruptive. -In such a case, the requestor may choose to bring the request to the Board.
- C. The Secretary & General Counsel accountability is accountable for all resources, including personnel, under his or hertheir control. -Therefore, any accomplishments or violations due to actions of a subordinate of the Secretary & General Counsel are considered to be accomplishments or violations by the Secretary & General Counsel.
- D. The Secretary & General Counsel may accomplish the "Job Products of the Secretary & General Counsel" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on Secretary & General Counsel Authority."
- E. The Secretary & General Counsel may use any reasonable interpretation of Board policies.

### 2. Job Products of the Secretary & General Counsel

- A. Timely opinion on:
  - i. Any action or document submitted by the CEO for preparation or opinion.
  - ii. Legal ramifications of pending litigation.
  - iii. Legal process of the Board.
  - iv. Any action or document of the Board or of duly appointed Board Committees submitted for opinion.
  - v. When requested or appropriate, alternate language or action to achieve Board or CEO intentions in a lawful manner.
- B. If after having brought to the CEO's attention any non-financial operational impropriety discovered in the course of his or hertheir own work, the Secretary & General Counsel feels that the CEO has failed to address the impropriety, the Secretary & General Counsel must report that impropriety to the Board Chair
  - Impropriety in this context means a material deficiency in operational management or a violation of board policiesthe Governing Policies regarding operational affairs of USA <u>Swimming-S</u>.
  - ii. Nothing in this policy Policy impedes the CEO from exercising his or hertheir Board-granted prerogative to interpret applicable board policies under the "reasonable interpretation" rule, nor does it remove from the Board the right to judge reasonableness. However, impropriety, as used in provision #Policy 4.6.2.B above, would indicate that in the opinion of the Secretary & General Counsel, an interpretation made by the CEO is not "reasonable."
- C. The Secretary & General Counsel shall keep, or cause to be kept, at the principal offices of USA-Swimming:
  - i. A book of minutes of all meetings, proceedings, and actions of the Board and of the House of DelegatesHOD.- All minutes for at least the prior three years must be made publicly available by the

Secretary & General Counsel on USA Swimming's website; minutes must be published quarterly, at a minimum. The Secretary & General Counsel must also provide any prior Board meeting minutes to the USOPC upon request.

ii. A copy of the Articles of Incorporation and the Bylaws, as amended.

iii. Policy 4.6 Board Relationship with the Secretary & General

Board/Management Delegation

iv. Counsel (continued)

<del>V.</del>ii.

- vi.jii. A record of the membership, showing each member's name, address, and class of membership;
- vii. iv. \_\_A notice of all meetings of members and of the Board-of-Directors as required by the Bylaws to be given.
- D. The Secretary & General Counsel shall supervise the activities of the Board of Directors when the Board (or a panel thereof) hears an appeal from a National Board of Review decision or in those matters where the Board of Directors accepts original jurisdiction.
- E. The Secretary & General Counsel shall provide Advice advice regarding avoidance of litigation or settlement of litigation, including:-
  - Timely provision to the Board and the CEO on the status of all threatened/actual litigation and the status of any settlement negotiations.
  - ii. Diligent and competent representation of USA-S Swimming in litigation.
  - iii. Negotiations for settlement.
  - iv. Settlement of litigation, with authority as obtained from the CEO.
- 3. Limitations on the Secretary & General Counsel Authority. The Secretary and & General Counsel shall not:
  - A. Exercise authority over CEO or staff other than those directly reporting to Secretary & General Counsel.
  - B. Violate applicable codes of professional ethics and conduct.
  - C. Treat the public or staff in a disrespectful or unfair manner.
  - D. Fail to apprise the CEO of the status of settlement negotiations and all threatened/actual litigation.
  - E. Contract out legal services except as justified by excess workload or insufficient expertise of legal staff, and within the Board allocated budget for the Secretary & General Counsel's office.
  - F. Make expenditures or fiscal encumbrances beyond those authorized under Board policy.
  - G.—Unreasonably withhold information from the CEO, nor fail to cooperate with the CEO in the performance of his or hertheir official functions.

H.<u>G.</u>

- 4. Evaluation of Secretary & General Counsel Performance.
  - A. The Secretary & General Counsel accountability shall be established by the CEO, within the guidelines set forth above. The CEO shall be responsible for evaluating and compensating the Secretary & General Counsel.

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Commented [MS27]: Audit Standard A.3.c

### Appendix A. Governing Principles

To ensure a design of its work that provides for systematic role clarity and accountability for both the Board and the operating organization, the Board acts and makes its governing decisions based on the following Policy-Governance principles:

- Ownership: The Board's authority is derived from, and its accountability is connected to, the membership, the USOPC, and the American <u>Public public</u>, standing in a position corresponding to shareholders in an equity corporation.
- Governance Purpose: With the membership, the USOPC, and the American public above it and USA-S\_ Swimming operations below it, the Board's governance role is to exercise its authority and properly empower others rather than to be management's consultant, substitute, or adversary.
- 3. "One Voice": The Board makes authoritative decisions directed toward management and toward itself, its individual members, and its committees, only as a total group, and it speaks to the public with one voice. -The Board's authority, therefore, is group authority rather than a summation of individual authorities.
- 4. Ends Policies: The Board defines in writing the strategic results priorities describing intended organizational impacts, benefits, outcomes, recipients, and their relative worth (what results, for which recipients, at what cost/priority). -These are not all the possible "side benefits" that may occur, but those that form the purpose of USA-S Swimming, the achievement of which constitutes organizational success.
- Board Means Policies: The Board defines in writing those values-added behaviors, practices, disciplines, and conduct of the Board itself, and of its delegation/accountability relationship with the President & CEO. These decisions are categorized as Governance Process Board Process Policies and Board-Management Delegation policiesPolicies.
- 6. Management Parameters Policies: The Board makes decisions with respect to management decisions and actions only in a proscriptive way in order to simultaneously (a) avoid prescribing means (how can it hold staff accountable for results if the Board has mandated the processes by which they are to be achieved?) and (b) put off limits those decisions or circumstances that would be unacceptable even if they work.
- 7. Policy "Sizes": The Board's policy decisions are made beginning at the broadest, most inclusive level and, if necessary, continuing into more detailed levels that narrow the interpretative range of higher levels, one articulated level at a time.
- Delegation to Management: The Board honors the exclusive authority/accountability of the President &-CEO's role as the sole official connection between governance and management.
- 9. Any Reasonable Interpretation: In delegating further decisions beyond those recorded in board policies the Board grants the President & CEO the right to use any reasonable interpretation of the \_Ends/Priority Results Policies and Management Parameters policiesPolicies. With regard to Governance Board Process Policies and Board-Management Delegation policiesPolicies, the Board Chair is granted such authority, except when the Board has explicitly designated another Board member or party (e.g., committee or task force)
- 10. Monitoring: The Board monitors organizational performance through fair but systematic assessment of whether a reasonable interpretation of its Ends/Priority Results Policies policies are being achieved and a reasonable interpretation of its-Management Parameters Ppolicies is being complied with. -This constitutes the basis of the President & CEO's evaluation.

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### Appendix B. Investment Policy

Date of adoption May 1990 / Last revision: April 2019

### Investment Policy Statement For USA Swimming, Inc. April 2019

#### Overview

USA Swimming, Inc. is a not-for-profit organization with national headquarters located in Colorado Springs, Colorado. USA Swimming, Inc. maintains an investment portfolio for the benefit of its members and mission.

### **Purpose of Investment Policy Statement**

The purpose of this Investment Policy Statement is to assist the Investment Committee of USA Swimming, Inc. (sometimes referred to herein as the "Committee") in effectively establishing, supervising, monitoring and evaluating the investments maintained in the portfolio (referred to as "The Portfolio" which includes all USA Swimming portfolio assets, including operating funds, unless specifically stated otherwise).

### The Policy:

- 1. Defines the investment goals and objectives of The Portfolio;
- 2. Documents the material facts considered and the process used to arrive at the investment decisions reached;
- Establishes an asset allocation and investment management strategy designed to have a high probability of meeting the goals and objectives of The Portfolio;
- 4. Establishes a disciplined decision-making process to be followed by the investment advisors and managers in implementing the investment strategies decided upon;
- 5. Establishes a criterion for evaluating the success of the investment management of The Portfolio; and
- 5. Documents the procedural prudence followed by the Committee in taking the investment course of action followed.

With respect to the investment portion of the portfolio (referred to as "the Investments") that are managed by the Investment Advisor "Advisor," this statement also establishes a clear understanding between the Investment Committee and the Advisor concerning the investment policies and objectives of USA Swimming, Inc. It is contemplated that the Advisor will employ Investment Managers "Manager(s)" to manage specific segments of the Investments. The Advisor will be responsible for overseeing the Investments, monitoring individual manager performance and compliance with this document with respect to the Investments, and making asset allocation recommendations.

### Goals and Objectives

### Portfolio Goals

It is a primary goal of USA Swimming, Inc. to invest the financial assets of the organization, in excess of funds needed for current operations, and to provide maximum earnings growth, based on a total return, consistent with a policy of prudent investment and protection of assets. It is also the policy of the organization to maintain operating funds to provide for liquidity to meet current operating and capital expenditure needs.

### **Investment Objectives**

### A. Investment Funds

The invested assets of USA Swimming, Inc. is invested and maintained in a balanced investment program. The primary objective is to provide maximum growth consistent with a policy of prudent investment and protection of assets. Growth will be attained through appreciation of assets, the inclusion of additional funds when available, and from retention of earnings of the fund except earnings caused to be withdrawn as hereinafter provided.

### B. Short Term Operating Account

The Short Term Operating Account is comprised of primarily operating funds that could reasonably be expected to be spent over the next 3 to 12 months. The account will be managed by the Chief Financial Officer. The securities in the account will be limited to the following investment vehicles and restrictions:

| Single      |                                           |                                                                                                                                                                                |
|-------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Security    | Minimum                                   | Maximum                                                                                                                                                                        |
| Limit       | Quality                                   | <u>Maturity</u>                                                                                                                                                                |
| None        | N/A                                       | N/A                                                                                                                                                                            |
| None        | N/A                                       | 1 yr                                                                                                                                                                           |
| None        | None                                      | None                                                                                                                                                                           |
| \$1,000,000 | A2/P2                                     | 1 yr                                                                                                                                                                           |
| \$1,000,000 | A3/A-                                     | 1 yr                                                                                                                                                                           |
|             | Security Limit None None None \$1,000,000 | Security         Minimum           Limit         Quality           None         N/A           None         N/A           None         None           \$1,000,000         A2/P2 |

### **Asset Allocation**

The asset allocation under the Investment Policy will meet the stated goals and objectives. The asset allocation is based upon the following:

- A. That it is not productive to "time" the markets. Rather, long-term strategic asset allocation, based upon the principles of Modern Portfolio Theory, is the most prudent investment approach. That is, effective diversification can reduce risk. In utilizing this methodology, it is important to diversify into all the major asset classes as set out below, and to diversify by investment style and money manager.
- B. That gains and losses have a significant impact upon the Investments' growth objective.
- C. That portfolios with a greater amount of stock allocations and a lesser amount of bond allocations have a higher probability of short-term losses and of long-term higher returns than portfolios with lesser amounts of stocks.

Therefore, since long-term higher returns are very important in meeting the objectives of the Investments, the asset allocation shall contain a mixture of stocks and bonds that subject the portfolio to the potential of moderate, but not devastatingly large short-term losses, and provide the potential for higher long-term returns.

| Asset Allocation Mix | <u>Target</u> | <u>Minimum</u> | Maximum |
|----------------------|---------------|----------------|---------|
| Stocks               | 53%           | 43%            | 63%     |
| Real Estate          | 4%            | 3%             | 7%      |
| Commodity            | 3%            | 0%             | 7%      |
| Bonds                | 39%           | 28%            | 48%     |
| Cash                 | 1%            | 0%             | 5%      |

### Historic\* and Expected Returns

The long-term un-audited historic rate of return on the Investments is shown below. It is based on the historic expected long-term total return for each asset class, and then adjusted for interest rate environment and each asset class' percentage weighting in your portfolio. This is compared against the assumed long-term average rate of inflation (as measured by the Consumer Price Index). The difference between the nominal rate of return and the inflation rate is your real (after-inflation) expected return. Actual performance will vary from these assumed rates and there is no guarantee that this return objective will be achieved either in any single year or over the longer term. The portfolio return will also be reduced by the deduction of advisory and money management fees.

|                 | Year 1 | Year 3 | Year 5 | Year 10 | Year 20 |
|-----------------|--------|--------|--------|---------|---------|
| 95th Percentile | 21.25  | 14.22  | 12.11  | 10.27   | 9.07    |
| Expected Value  | 5.4    | 5.77   | 5.88   | 5.92    | 5.98    |
| 5th Percentile  | -5.87  | -1.17  | 0.27   | 1.87    | 3.01    |

<sup>\*</sup>Mathematically calculated returns are based on historic asset class returns. Based on First Western Investment Advisor's capital market assumptions, the expected value returns are believed to be in the 5% - 6% range gross of investment advisory fees.

At least two benchmarks for each asset class shall be selected to compare future performance against. One or more passive indices that are reflective of the universe of securities within that asset class shall be selected. In addition, one or more active manager benchmarks will be used to compare relative performance of the investment vehicle used herein to other managers investing within a particular asset class.

It will be the objective of the Portfolio to outperform a blended benchmark consisting of 53% MSCI All Country World Index, 4% NAREIT Dev Index, 3% Bloomberg Commodity Index and 40% Barclays Aggregate Bond Index over a three year rolling period after fees. A secondary objective of the Portfolio will be to earn inflation (CPI) plus 3%. The Committee recognizes that any particular investment strategy will have periods where it will fall short of achieving its goal. During such period, the Committee expects rational explanations for such under-performance.

Risk will be measured by standard deviation and may be more or less risky than the blended index benchmark. Risk in excess of 15% plus or minus the benchmark may require additional examination. Returns will also be monitored on a risk adjusted basis as measured by the Sharpe Ratio. (Return of the portfolio minus the risk free rate divided (the risk free rate is measured by the 5 year Treasury note) by the standard deviation.

### **Investment Vehicles**

In implementing the asset allocation policy, it is intended that there be extensive diversification by investment style. Actively managed Mutual Funds, Exchange Traded Funds (ETF's), and an individually managed Fixed Income portfolio have been selected as the primary methods of effectively implementing the asset allocation strategy.

First Western Trust Investment Advisors, the registered investment advisor to the Investments, will monitor the performance of each fund or manager and report to the Committee. First Western Trust Investment Advisors will recommend replacement of funds or managers.

### Rebalancing

The asset allocation shall be rebalanced to the target allocations set out above after any quarter in which one or more of the minimum or maximum allocations are exceeded. Furthermore, in the event of a sudden or significant change in the asset allocation attributable to market conditions, the asset allocation may be rebalanced between quarters.

### Costs

The costs associated with the management of each asset class shall be reviewed at least annually. It is the Investments' objective that the total costs of managing the funds, including the investment advisory fees, shall be average or below when compared to the average fees for a similar mix of mutual funds. Averages from Morningstar Analytical Service shall be used for determining the appropriate average.

#### Communications

Unless otherwise requested, the Advisor must furnish the Investment Committee with a quarterly account review detailing investment performance (time-weighted), portfolio holdings, an investment strategy, and the value of the Investments. The Investment Committee will also receive timely information about changes in investment philosophy, management, ownership, and key personnel of investment vehicles.

Investment Committee meetings will be held quarterly.

The Investment Committee may call more frequent meetings if significant concerns arise about the Advisor's investment strategy or performance of the Investments.

### KEY INFORMATION

ORIGINAL INVESTMENT POLICY ADOPTION: May 1990

 $REVISED: 5/93, 1/97, 5/97, 10/98, 4/01, 12/01, 10/02, \dot{01}/05, 04/07, 6/08, 5/10, 4/11, 12/12, 11/16, 5/18, 4/19, 10/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/12, 11/1$ 

IRS TAX IDENTIFICATION: # 20-4264282 CUSTODIAN: BMO Harris Bank N.A. Trust INVESTMENT ADVISOR: First Western Trust

| Governing Po | licies of | the USA | Swimming | Board of | Director |
|--------------|-----------|---------|----------|----------|----------|
|--------------|-----------|---------|----------|----------|----------|

### Execution

| This Investment Polic | y Statement is hereby approved and | 1 adopted on <u>April</u> | , 2019 |
|-----------------------|------------------------------------|---------------------------|--------|
| Ву:                   |                                    | -                         |        |
| Printed Name:         | Eric Skufca                        |                           |        |
| Title:                | CFO                                |                           |        |

By:

Printed Name: <u>Douglas Barker</u>

Title: Sr. Portfolio Manager

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### Appendix C. Conflict of Interest Policy

Date of adoption / Last revision: September 1, 2016

### USA SWIMMING

### STATEMENT OF PRINCIPLES ON ETHICAL ETHICS BEHAVIOR AND CONFLICT OF INTEREST

### **SECTION 1. PURPOSE:**

The USA Swimming, Inc. (USA Swimming) board of directors, officers, committee members and employees have the responsibility of administering the affairs of USA Swimming honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of USA Swimming. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with USA Swimming or knowledge gained therefrom for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

USA Swimming requires that its directors, officers, committee members and employees recognize and avoid activities or investments that involve, might appear to involve, or could result in a potential conflict of interest.

### **SECTION 2. PERSONS CONCERNED:**

This statement is applicable to all USA Swimming directors, officers, committee members and employees.

### SECTION 3. AREAS IN WHICH CONFLICT MAY ARISE:

Conflicts of interest may arise in the relations of directors, officers, committee members and employees with any of the following third parties:

- 1. Persons and firms supplying goods and services to USA Swimming.
- 2. Persons and firms from whom USA Swimming leases property and equipment.
- Persons and firms with whom USA Swimming is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities or other property.
- 4. Competing or affinity organizations.
- 5. Donors and others supporting USA Swimming.
- 6. Agencies, organizations, and associations which affect the operations of USA Swimming.
- 7. Family members, friends, and other employees.

### SECTION 4. NATURE OF CONFLICTING INTEREST:

A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned in Section 3. Such an interest might arise through:

- Owning stock or holding debt or other proprietary interests in any third party dealing with USA Swimming.
- Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with USA Swimming.
- 3. Receiving remuneration for services with respect to individual transactions involving USA Swimming.
- Using USA Swimming's time, personnel, equipment, supplies, or goodwill for anything other than USA Swimming-approved activities, programs, and purposes.
- 5. Receiving personal gifts or loans from third parties dealing or competing with USA Swimming. Receipt of any gift is disapproved except gifts of a value less than \$50, which could not be refused without discourtesy. No personal gift of money should ever be accepted.

Commented [MS28]: Revisions coming soon

### SECTION 5. INTERPRETATION OF THIS STATEMENT OF POLICY:

The areas of conflicting interest listed in Section 3, and the relations in those areas which may give rise to conflict, as listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that directors, officers, committee members and employees will recognize such areas and relation by analogy.

The fact that one of the interests described in Section 4 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of USA Swimming. However, it is USA Swimming's policy that the existence of any of the interests described in Section 4 shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the board, officers, committee members and employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

Additional guidelines intended to assist individuals when making personal decisions relating to ethical behavior and conflict of interest include:

- The business of USA Swimming is to be conducted in observance of both the spirit and letter of applicable federal and state laws.
- USA Swimming properties, services, opportunities, authority and influence are not to be used for private benefit.
- Expenses incurred in furtherance of USA Swimming business are to be reasonable, necessary and substantiated.
- All are expected to exhibit honesty, loyalty, candor and professional competence in their relationships with USA Swimming and with each other.
- 5. Each individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.

### SECTION 6. DISCLOSURE POLICY AND PROCEDURE:

Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

- 1. The conflicting interest is fully disclosed;
- 2. The person with the conflict of interest is excluded from the discussion and approval of such transaction;
- 3. A competitive bid or comparable valuation exists; and
- The board or committee has determined that the transaction is in the best interest of the organization.

Disclosure involving directors and officers should be made to the board Chairperson (or if he or she is the one with the conflict, then to the Administration Vice Chair) who shall bring the matter to the attention of the board.

Disclosure involving employees should be made to the General Counsel (or if he or she is the one with the conflict, then to the Chief Executive Officer) who shall bring the matter to the attention of the board, as appropriate.

Disclosure involving committee members should be made to the committee Chairperson (or if he or she is the one with the conflict, to another committee member) who shall bring the matter to the attention of the committee.

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the board or committee meeting (as applicable) while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

### SECTION 7. PROCEDURES FOR ADDRESSING POSSIBLE CONFLICTS OF INTEREST:

In the event a possible conflict of interest exists, the proposed transaction shall be addressed as follows:

- An interested person may make a presentation at the board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- The Chairperson of the board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- After exercising due diligence, the board or committee shall determine whether USA Swimming can obtain with
  reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise
  to a conflict of interest.
- 4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the board or committee shall determine by a majority vote of the disinterested members whether the transaction or arrangement is in USA Swimming's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

### SECTION 8. VIOLATIONS OF THE CONFLICTS OF INTEREST POLICY:

- If the board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts
  of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain
  the alleged failure to disclose.
- If, after hearing the member's response and after making further investigation as warranted by the circumstances, the board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

### **SECTION 9. RECORDS OF PROCEEDINGS:**

The minutes of the board and committee meetings shall contain:

- The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an
  actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a
  conflict of interest was present, and the board's or committee's decision as to whether a conflict of interest in fact
  existed.
- 2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### **SECTION 10. ANNUAL STATEMENTS:**

Each director, officer, committee member and employee shall annually sign a statement which affirms such person:

- 1. Has received a copy of the conflicts of interest policy,
- 2. Has read and understands the policy,
- 3. Has agreed to comply with the policy, and
- Understands that USA Swimming is a charitable organization and in order to maintain its federal tax exemption it
  must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

The disclosure statements shall be reviewed by the Chairperson of the board and USA Swimming's General Counsel. Any issues not previously disclosed shall be referred by him or her to the board or appropriate Committee. The disclosure statements shall be retained in the files of the General Counsel.

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### 2021 Board Officers Self-Nomination Form

## <u>Please submit this form to Michelle Steinfeld (msteinfeld@usaswimming.org) by Tuesday, November 23rd.</u>

Board Member Name: Kenneth Chung

I would like to be considered for a two-year term as: (check either or both)

Board Vice-Chair X Vice-Chair - Fiscal Oversight

1. Why do you wish to serve?
I want to continue providing oversight and support to Eric and his staff in day-to-day financial matters and risk management. We are at a pivotal moment to decide if a self-insure mechanism makes sense for USA-S. I can help with my business leadership and risk management, and insurance background.

- 2. What relevant leadership role(s) have you held at USA Swimming or other organizations? For each, please indicate the concrete results/accomplishments you were instrumental in bringing about in this role. I am currently the Vice-Chair of Fiscal Oversight. I believe I provide a bridge for the Board and the staff on the matter of fiancé. I am also supporting Eric and the team in this year's insurance renewal in a challenging insurance market. Before I was elected to the Board of USA Swimming in 2019, I was Board Treasurer and then Board chair for another national non-profit organization, Leadership Education for Asian Pacifics. Working with the CEO and the Board, we maintained the fiscal discipline and raised money to turn the organization around from a reactive to a proactive stance.
- 3. Please describe your leadership style and how it will positively impact the USA Swimming Board of Directors. I am a servant and humble leader. I am inclusive and collaborative and always try to work with and help others from different backgrounds.
- 4. The USA Swimming Board of Directors aims to continue to grow as a high-level governing body that, while ensuring sound fiscal/operational oversight, focuses on providing long-term strategic vision/direction for USA Swimming. What is your vision for the impact/role you would have in helping the Board achieve this?

Eric and the staff are doing a great job. I see my role is to continue to provide oversight and help build the bridge between the team, Board, and membership.



### 2021 Board Officers Self-Nomination Form

### <u>Please submit this form to Michelle Steinfeld (msteinfeld@usaswimming.org) by Tuesday, November 23rd.</u>

Board Member Name: Kathy Fish

I would like to be considered for a two-year term as: (check either or both)

X Board Vice-Chair Vice-Chair - Fiscal Oversight

1. Why do you wish to serve?

After my first year on the board, I feel like I now have a good handle on both the opportunities for and challenges of USA Swimming. Being Vice Chair, will give me the opportunity to provide more support to Tim and Chris and increase my impact on the Board.

2. What relevant leadership role(s) have you held at USA Swimming or other organizations? For each, please indicate the concrete results/accomplishments you were instrumental in bringing about in this role.

For USA Swimming, I am on the Executive Compensation Committee and will be leading the Nominating Committee Task Force. Both are currently a work in progress.

I spent 41 years at Procter and Gamble, the last seven as the Chief Research, Development, and Innovation Officer. When I assumed the role, P&G had been underperforming for several years and there was a belief that the Innovation Machine and P&G was broken, but no alignment on what was wrong and what needed to be done to get back on track. I led a study of the Success Factors behind our Billion Dollar brands and leveraged that to drive alignment on the interventions we needed to make to get back to what has worked for us historically. We also needed to be more agile and less bureaucratic. I partnered with our Chief Brand Officer to learn Lean Innovation principles from the start-up community and bring them into P&G. The goal was to keep our strengths and add agility and a more entrepreneurial approach to our innovation efforts to create new revenue streams. This was a very significant change – and was by far the most successful change initiative I have been involved with. P&G has had strong results the last 4 years behind an outstanding pipeline of innovation.

3. Please describe your leadership style and how it will positively impact the USA Swimming Board of Directors.

My ideal leader came from Jim Collin's book Good to Great – where he describes a Level 5 leader (the individual who can take a company from good to great) as someone with extreme will to do what is right for the business and the organization and is personally extremely humble, because they recognize their role is to unleash the collective power of the organization.

To do my best in reaching this ideal, I set high standards for what is needed and challenge the team to deliver. I listen to all points of view and lead transparent and open discussion – and then decide how we will move forward. I work hard to give accountability and as much autonomy as possible to the team – because I have learned that when the team feels like they can make a difference, they do amazing things.

4. The USA Swimming Board of Directors aims to continue to grow as a high-level governing body that, while ensuring sound fiscal/operational oversight, focuses on providing long-term strategic vision/direction for USA Swimming. What is your vision for the impact/role you would have in helping the Board achieve this?

My role at P&G was to ensure we were making the long-term investments we needed to be the innovation leader in our industries, while supporting the business leaders in delivering the short term needs of the business. This required getting clear on the strategic vision, where we were against that goal, what needed to change and what investments were required to get there.

The plan the Strategy Team put together this year is inspirational. My goal would be to help them be successful in delivering. I think that requires clear definition of where we want to be in 5 years, clear measures to assess progress against that goal and discipline in evaluating progress. I also think that requires enrolling and hearing from our constituents on how to strengthen the plan. I believe these engagements will help increase trust and reduce some of the challenges we have seen over the past year.



### 2021 Board Officers Self-Nomination Form

## <u>Please submit this form to Michelle Steinfeld (msteinfeld@usaswimming.org) by Tuesday, November 23rd.</u>

Board Member Name: Bill Schalz

I would like to be considered for a two-year term as: (check either or both)

X Board Vice-Chair Vice-Chair - Fiscal Oversight

- 1. Why do you wish to serve? I have been a coach member for 30 years and have served at literally every level of governance from the LSC level, zones and the USA Swimming Board. I have attended each USAS Convention (Annual Meeting) since 1996. I have a unique blend of on deck and governance experience that can serve our Board and Board Chair well.
- 2. What relevant leadership role(s) have you held at USA Swimming or other organizations? For each, please indicate the concrete results/accomplishments you were instrumental in bringing about in this role.
  - Served as General Chair of Illinois Swimming and oversaw turning an annual budget deficit into surpluses
    without raising any fees. I also worked with my predecessor to create an endowment fund which grew to
    over \$500,000 and was used for the first time to supplement our clubs during the Covid crisis.
  - USA Swimming Board member when we passed the code of conduct that led to the creation of SafeSport.
  - Chaired the Governance task force that led to the formation of the new Board structure we currently enjoy.
  - Chaired the less than popular HOD working group. While not initially successful in achieving it's goals, I
    was ready and willing to take on a very difficult task.
  - I serve on the National Club Swimming Assn., board of directors which provides championship team
    meets to many USA Swimming clubs. The NCSA also provides valuable travel meet experience to our HS
    swimmers complementing the programs offered by USA Swimming's Junior National program.
- 3. Please describe your leadership style and how it will positively impact the USA Swimming Board of Directors.
  - It is important to get as much information as possible and then make my decision. I prefer to allow others in the group before I jump in with my thoughts so that I can make as informed decision as possible. Once the group has voted, I then work with the group to implement the plan regardless of my vote.
- 4. The USA Swimming Board of Directors aims to continue to grow as a high-level governing body that, while ensuring sound fiscal/operational oversight, focuses on providing long-term strategic vision/direction for USA Swimming. What is your vision for the impact/role you would have in helping the Board achieve this?
  - The new BOD structure, including the clear allocation of responsibilities between the BOD and the Strategy team led by our CEO, allowed USA Swimming to effectively navigate the Covid Crisis and still focus on other priorities. We are now refocusing on our priorities of SafeSport, new website, online registration, National team services to name a few. Perhaps most importantly, USA Swimming must continue to grow the sport again. Not only to pre-pandemic levels, but to reach a level of growth that keeps pace with population growth in the USA in every demographic.

Our role as a Board is to ensure that our CEO and his staff has the tools they need to complete our goals and fulfill our vision. I look forward to working with our new Chair and the rest of the board to see that our priorities are met.

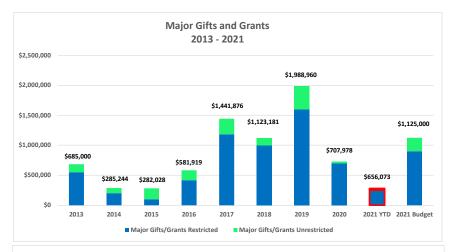
Please feel free to reach out to me if you have any questions.

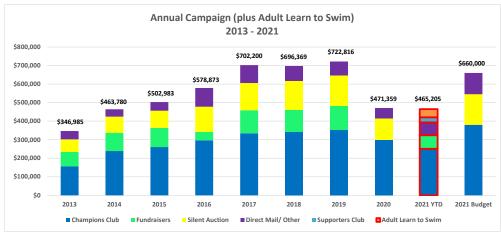
Thank you for your consideration.

Sincerely,

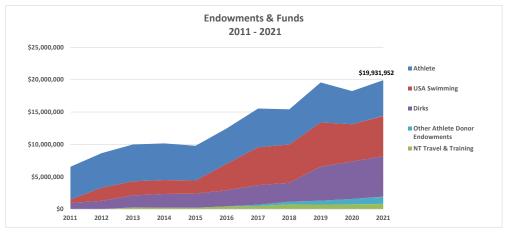
Bill Schalz 630-989-8157

### USA Swimming Foundation Revenue, Endowments, and Funds September 30, 2021









### USA Swimming Foundation, Inc. Balance Sheet

### As of September 30, 2021 and 2020

|                                                                                                                                                       | 9/30/2021                                              | 9/30/2020                                               | \$<br>Change                                                 | Audited<br>12/31/2020                                    | \$<br>Change                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------|
| ASSETS                                                                                                                                                |                                                        |                                                         |                                                              |                                                          |                                                                  |
| CURRENT ASSETS: Cash and cash equivalents Accounts receivable Pledges receivable - current Prepaid expenses and deferred charges Total Current Assets | \$1,494,361<br>23,922<br>250,499<br>3,760<br>1,772,543 | \$1,940,600<br>81,250<br>300,100<br>22,036<br>2,343,987 | (\$446,240)<br>(57,328)<br>(49,601)<br>(18,276)<br>(571,444) | \$2,385,689<br>242,732<br>737,100<br>49,488<br>3,415,009 | (\$891,329)<br>(218,809)<br>(486,601)<br>(45,727)<br>(1,642,466) |
| FIXED ASSETS: Equipment and Software Accumulated depreciation & amortization                                                                          | 229,963<br>(229,963)                                   | 229,963<br>(229,963)                                    | 0                                                            | 229,963<br>(229,963)                                     | 0                                                                |
| LONG-TERM INVESTMENTS:  Long-term Investments                                                                                                         | 19,931,952                                             | 17,010,022                                              | 2,921,930                                                    | 18,242,539                                               | 1,689,413                                                        |
| OTHER ASSETS: Pledges receivable - long-term Swim-a-Thon Total Other Assets                                                                           | 1,025,418<br>120,000<br>1,145,418                      | 1,415,000<br>120,000<br>1,535,000                       | (389,582)<br>0<br>(389,582)                                  | 850,000<br>120,000<br>970,000                            | 175,418<br>0<br>175,418                                          |
| TOTAL ASSETS                                                                                                                                          | \$22,849,913                                           | \$20,889,008                                            | \$1,960,905                                                  | \$22,627,548                                             | \$222,366                                                        |
| LIABILITIES AND NET ASSETS                                                                                                                            |                                                        |                                                         |                                                              |                                                          |                                                                  |
| CURRENT LIABILITIES: Accounts payable Due from (to) USA Swimming Accrued expenses and other liabilities Deferred revenue Total Current Liabilities    | \$192,233<br>24,496<br>229,871<br>0<br>446,599         | \$7,467<br>(1,832)<br>471,850<br>131,945<br>609,430     | \$184,766<br>26,327<br>(241,980)<br>(131,945)<br>(162,831)   | \$541,325<br>2,497<br>591,484<br>151,515<br>1,286,821    | (\$349,092)<br>21,999<br>(361,613)<br>(151,515)<br>(840,221)     |
| NONCURRENT LIABILITIES:                                                                                                                               |                                                        |                                                         |                                                              |                                                          |                                                                  |
| Total Liabilities                                                                                                                                     | 446,599                                                | 609,430                                                 | (162,831)                                                    | 1,286,821                                                | (840,221)                                                        |
| NET ASSETS: Unrestricted: Undesignated Operating Funds Board Designated Operating Reserves Board Designated Endowments Total Unrestricted             | (193,774)<br>1,201,000<br>12,569,095<br>13,576,322     | 35,706<br>1,201,000<br>10,733,292<br>11,969,998         | (229,479)<br>0<br>1,835,803<br>1,606,324                     | 1,675<br>1,201,000<br>11,620,618<br>12,823,292           | (195,448)<br>0<br>948,478<br>753,030                             |
| Temporarily Restricted Permanently Restricted Total Net Assets                                                                                        | 2,980,919<br>5,846,073<br>22,403,314                   | 2,634,580<br>5,675,000<br>20,279,578                    | 346,339<br>171,073<br>2,123,736                              | 2,842,435<br>5,675,000<br>21,340,727                     | 138,484<br>171,073<br>1,062,587                                  |
| TOTAL LIABILITIES & NET ASSETS                                                                                                                        | \$22,849,913                                           | \$20,889,008                                            | \$1,960,905                                                  | \$22,627,548                                             | \$222,366                                                        |

# USA Swimming Foundation, Inc. Income Statement For the 9 Months Ended September 30, 2021

|                                                                                |                   |                      |                       |                    |                              | l <b></b> .           |                       |                              |                      |
|--------------------------------------------------------------------------------|-------------------|----------------------|-----------------------|--------------------|------------------------------|-----------------------|-----------------------|------------------------------|----------------------|
|                                                                                | 2021              | 2021<br>Board Desig. | 2021<br>Temp Restr    | 2021<br>Perm Restr | 2021 Nine Mos.<br>YTD Actual | 2021 Annual<br>Budget | 2021 YTD<br>Variance  | 2020 Nine Mos.<br>YTD Actual | 2020 YTD<br>Variance |
| Davanua                                                                        | Officeu           | Board Desig.         | Tellip Resti          | Perili Resu        | T I D Actual                 | <u> </u>              | variance              | TID Actual                   | variance             |
| Revenue: Annual Campaign                                                       | \$421,023         | \$0                  | \$0                   | \$0                | \$421,023                    | \$660,000             | (\$238,977)           | \$158,263                    | \$262,760            |
| Adult Learn to Swim                                                            | 44.182            | 0                    | 0                     | 0                  | 44.182                       | 0                     | 44.182                | ψ130,203<br>0                | 44.182               |
| Major Gifts                                                                    | 110,000           | 0                    | 185,000               | 171,073            | 466,073                      | 1,125,000             | (658,927)             | 617,828                      | (151,755)            |
| Grants                                                                         | 40,000            | 0                    | 150,000               | 0                  | 190,000                      | 0                     | 190,000               | 40,000                       | 150,000              |
| Major Gifts - Satisfied Restrictions<br>Grants - Satisfied Restrictions        | 430,183<br>36.195 | 0                    | (430,183)<br>(36,195) | 0                  | 0                            | 0                     | 0                     | 0                            | 0                    |
| Endowment Distributions                                                        | 1,250             | 0                    | (1,250)               | 0                  |                              |                       | 0                     | 0                            | 0                    |
| Sponsorship                                                                    | 696,516           | Õ                    | (200,000)             | •                  | 496,516                      | 766,516               | (270,000)             | 677,625                      | (181,109)            |
| Swim-a-Thon                                                                    | 24,541            | 0                    | ` 0                   | 0                  | 24,541                       | 0                     | ` 24,541 <sup>′</sup> | 50,366                       | (25,825)             |
| Olympic Trials VIP Packages                                                    | 126,043           | 0                    | 0                     | 0                  | 126,043                      | 168,060               | (42,017)              | 0                            | 126,043              |
| USA Swimming Support - Staff Allocation<br>Alumni Income                       | 0<br>16,100       | 0                    | 0                     | 0                  | 16,100                       | 335,000<br>35,000     | (335,000)<br>(18,900) | 0                            | 0<br>16,100          |
| Other Income                                                                   | 20,850            | 0                    | 0                     | 0                  | 20,850                       | 40,000                | (18,900)              | 20,850                       | 16,100               |
| Bad Debts                                                                      | 20,000            | ő                    | (75,000)              | -                  | (75,000)                     | 0                     | (75,000)              | 20,000                       | (75,000)             |
| Investment Income (Loss)                                                       | 15,301            | 948,478              | 546,112               | 0                  | 1,509,891                    | 785,000               | 724,891               | 617,362                      | 892,529              |
| Total Revenue                                                                  | 1,982,184         | 948,478              | 138,484               | 171,073            | 3,240,219                    | 3,914,576             | (674,357)             | 2,182,295                    | 1,057,924            |
| Expenses:                                                                      |                   |                      |                       |                    |                              |                       |                       |                              |                      |
| Supporting Expenses:                                                           |                   |                      |                       |                    |                              |                       |                       |                              |                      |
| Annual Campaign                                                                | 147,235           | 0                    | 0                     | 0                  | 147,235                      | 175,578               | 28,343                | 10,385                       | (136,850)            |
| Major Gifts/Grants                                                             | 39,181            | 0                    | 0                     | 0                  | 39,181                       | 423,499               | 384,318               | 16,887                       | (22,294)             |
| Swim-a-Thon                                                                    | 8,195             | 0                    | 0                     | 0                  | 8,195                        | 115,069               | 106,874               | 31,754                       | 23,559               |
| Olympic Trials VIP Packages                                                    | 241,092<br>121    | 0                    | 0                     | 0                  | 241,092<br>121               | 168,060<br>17,200     | (73,032)<br>17,079    | 20,850<br>2,909              | (220,242)<br>2,788   |
| Marketing Operational and Administrative                                       | 447,079           | 0                    | 0                     | 0                  | 447,079                      | 449,107               | 2,028                 | 2,909<br>701,001             | 2,766<br>253,922     |
| Total Supporting Expenses                                                      | 882,903           |                      | 0                     | 0                  | 882,903                      | 1,348,513             | 465,610               | 783,786                      | (99,116)             |
| Total Supporting Expenses                                                      | 002,303           |                      |                       |                    | 002,903                      | 1,340,313             | 403,010               | 703,700                      | (93,110)             |
| Program Expenses:                                                              |                   |                      |                       |                    |                              |                       |                       |                              |                      |
| Saving Lives - Youth Learn to Swim Grants                                      | 511,913           | 0                    | 0                     | 0                  | 511,913                      | 500,000               | (11,913)              | 398,803                      | (113,111)            |
| Saving Lives - Adult Learn to Swim Grants                                      | 000 707           | •                    | •                     |                    | 000 707                      | 700.070               | 100 100               | 110.051                      | (170,000)            |
| Saving Lives - Programs                                                        | 296,787           | 0                    | 0                     | 0                  | 296,787                      | 782,973               | 486,186               | 116,851                      | (179,936)            |
| Total Saving Lives Expenses                                                    | 808,700           | 0                    | 0                     | 0                  | 808,700                      | 1,282,973             | 474,273               | 515,654                      | (293,047)            |
| <b>Building Champions - National Team Grants</b>                               | 393,933           | 0                    | 0                     | 0                  | 393,933                      | 917,000               | 523,067               | 452,649                      | 58,716               |
| Building Champions - Community Impact Grants                                   | 0                 | 0                    | 0                     | 0                  | 0                            | 100,000               | 100,000               | 2 000 005                    | 2 000 005            |
| Building Champions - Club Relief Grants<br>Building Champions - Other Programs | 55,604            | 0                    | 0                     | 0                  | 55,604                       | 128,663               | 73,059                | 3,000,005<br>46,644          | 3,000,005<br>(8,960) |
| Building Champions - Alumni Programs                                           | 36,492            | 0                    | 0                     | 0                  | 36,492                       | 118,505               | 82,013                | 29,430                       | (7,062)              |
| Total Building Champions Expenses                                              | 486,029           | 0                    | 0                     | 0                  | 486,029                      | 1,264,168             | 778,139               | 3,528,728                    | 3,042,699            |
| Total Program Expenses                                                         | 1,294,730         | 0                    | 0                     | 0                  | 1,294,730                    | 2,547,141             | 1,252,411             | 4,044,382                    | 2,749,653            |
|                                                                                |                   |                      |                       |                    |                              |                       |                       |                              |                      |
| Total Expenses                                                                 | 2,177,632         | 0                    | 0                     | 0                  | 2,177,632                    | 3,895,654             | 1,718,022             | 4,828,169                    | 2,650,537            |
| <b>Operating Surplus (Deficit)</b>                                             | (195,448)         | 948,478              | 138,484               | 171,073            | 1,062,587                    | 18,922                | 1,043,665             | (2,645,874)                  | 3,708,461            |
| NET CHANGE IN TOTAL NET                                                        | (\$405.440)       | ¢0.40.470            | #400 404              | ¢474.070           | £4 000 507                   | <b>640.000</b>        | ¢4 040 005            | (00.045.074)                 | <b>#2.700.464</b>    |
| ASSETS                                                                         | (\$195,448)       | \$948,478            | <u>\$138,484</u>      | \$171,073          | \$1,062,587                  | \$18,922              | \$1,043,665           | (\$2,645,874)                | \$3,708,461          |
|                                                                                |                   |                      |                       |                    |                              |                       |                       |                              | 11/24/2021           |

11/24/2021

### USA Swimming Foundation, Inc. Income Statement For the 9 months Ended September 30, 2021 and 2020

|                                              | Quarter 3 Actual | Nine MonthsYTD 2021 | Budget2021 | Variance Nine Mos. vs.<br>12 Mos. Budget | Nine Months<br>YTD 2020 | Fav/(Unfav) Nine Mos.<br>2020 vs. 2021 |
|----------------------------------------------|------------------|---------------------|------------|------------------------------------------|-------------------------|----------------------------------------|
| UNRESTRICTED:                                |                  |                     |            |                                          |                         |                                        |
| Revenue:                                     |                  |                     |            |                                          |                         |                                        |
| Annual Campaign                              | \$127,182        | \$421,023           | \$660,000  | (\$238,977)                              | \$158,263               | \$262,760                              |
| Adult Learn to Swim                          | 10,047           | 44,182              | 0          | 44,182                                   | 0                       | 44,182                                 |
| Major Gifts - Unrestricted                   | (225)            | 110,000             | 225,000    | (115,000)                                | 5,828                   | 104,172                                |
| Grants - Unrestricted                        | 15,000           | 40,000              | 0          | 40,000                                   | 40,000                  | 0                                      |
| Major Gifts - Satisfied Restrictions         | 97,683           | 430,183             | 954,500    | (524,317)                                | 356,914                 | 73,269                                 |
| Grants - Satisfied Restrictions              | 36,195           | 36,195              | 0          | 36,195                                   | 0                       | 36,195                                 |
| Endowment Distributions In                   | 0                | 1,250               | 765,000    | (763,750)                                | 315,000                 | (313,750)                              |
| Endowment Distributions - Club Relief Grants | 0                | 0                   | 0          | 0                                        | 3,000,000               | (3,000,000)                            |
| Sponsorship                                  | 20,000           | 696,516             | 766,516    | (70,000)                                 | 877,625                 | (181,109)                              |
| Swim-a-Thon                                  | 5,838            | 24,541              | 0          | 24,541                                   | 50,366                  | (25,825)                               |
| Olympic Trials VIP Packages                  | 11,838           | 126,043             | 168,060    | (42,017)                                 | 0                       | 126,043                                |
| USA Swimming Support - Staff Allocation      | 0                | 0                   | 335,000    | (335,000)                                | 0                       | 0                                      |
| Alumni Income                                | 9,650            | 16,100              | 35,000     | (18,900)                                 | 0                       | 16,100                                 |
| Other Income                                 | 0                | 20,850              | 40,000     | (19,150)                                 | 20,850                  | 0                                      |
| Investment Income (Loss)                     | 15,301           | 15,302              | 20,000     | (4,699)                                  | 12,056                  | 3,246                                  |
| Total Unrestricted Revenue                   | 348,510          | 1,982,184           | 3,969,076  | (1,986,892)                              | 4,836,902               | (2,854,718)                            |
| Expenses:                                    |                  |                     |            |                                          |                         |                                        |
| Supporting Expenses:                         |                  |                     |            |                                          |                         |                                        |
| Annual Campaign                              | 23,766           | 147,235             | 175,578    | 28,343                                   | 10,385                  | (136,850)                              |
| Major Gifts/Grants                           | 20.414           | 39.181              | 423.499    | 384,318                                  | 16,887                  | (22,294)                               |
| Swim-a-Thon                                  | 4,791            | 8,195               | 115,069    | 106,874                                  | 31,754                  | 23,559                                 |
| Olympic Trials VIP Packages                  | 79,177           | 241,092             | 168,060    | (73,032)                                 | 20,850                  | (220,242)                              |
| Marketing                                    | 121              | 121                 | 17,200     | 17,079                                   | 2,909                   | 2,788                                  |
| Operational and Administrative               | 225,142          | 447,079             | 449,107    | 2,028                                    | 701,001                 | 253,922                                |
| Total Supporting Expenses                    | 353,410          | 882,903             | 1,348,513  | 465,610                                  | 783,786                 | (99,116)                               |
|                                              |                  |                     |            |                                          |                         |                                        |
| Program Expenses:                            | 0.570            | E44.040             | 500.000    | (44.040)                                 | 000 000                 | (440,444)                              |
| Saving Lives - Youth Learn to Swim Grants    | 2,576            | 511,913             | 500,000    | (11,913)                                 | 398,803                 | (113,111)                              |
| Saving Lives - Programs                      | 192,217          | 296,787             | 782,973    | 486,186                                  | 116,851                 | (179,936)                              |
| Total Saving Lives Expenses                  | 194,793          | 808,700             | 1,282,973  | 474,273                                  | 515,654                 | (293,047)                              |
| Building Champions - National Team Grants    | 97,683           | 393,933             | 917,000    | 523,067                                  | 452,649                 | 58,716                                 |
| Building Champions - Community Impact Grants | 0                | 0                   | 100,000    | 100,000                                  | 0                       | 0                                      |
| Building Champions - Club Relief Grants      | 0                | 0                   | 0          | 0                                        | 3,000,005               | 3,000,005                              |
| Building Champions - Other Programs          | 22,250           | 55,604              | 128,663    | 73,059                                   | 46,644                  | (8,960)                                |
| Building Champions - Alumni Programs         | 9,547            | 36,492              | 118,505    | 82,013                                   | 29,430                  | (7,062)                                |
| Total Building Champions Expenses            | 129,480          | 486,029             | 1,264,168  | 778,139                                  | 3,528,728               | 3,042,699                              |
| Total Program Expenses                       | 324,272          | 1,294,730           | 2,547,141  | 1,252,411                                | 4,044,382               | 2,749,653                              |
| Total Unrestricted Expenses                  | 677,683          | 2,177,632           | 3,895,654  | 1,718,022                                | 4,828,169               | 2,650,537                              |
| Operating Surplus (Deficit)                  | (329,173)        | (195,448)           | 73,422     | (268,870)                                | 8,733                   | (204,181)                              |

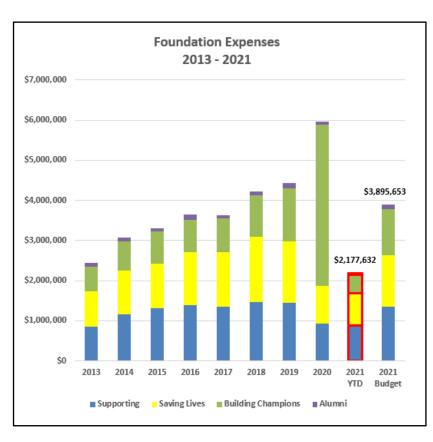
11/24/2021

### USA Swimming Foundation, Inc. Income Statement For the 9 months Ended September 30, 2021 and 2020

|                                                                                                                                                                                                                                                                             | Quarter 3<br>Actual                                                                        | Nine Months<br>YTD 2021                                                                      | Budget<br>2021                                                                | Variance Nine Mos. vs.<br>12 Mos. Budget                                                     | Nine Months<br>YTD 2020                                       | Fav/(Unfav) Nine Mos.<br>2020 vs. 2021                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| CHANGE IN UNDESIGNATED FUNDS                                                                                                                                                                                                                                                | (\$329,173)                                                                                | (\$195,448)                                                                                  | \$73,422                                                                      | (\$268,870)                                                                                  | \$8,733                                                       | (\$204,181)                                                                                     |
| BOARD DESIGNATED:                                                                                                                                                                                                                                                           |                                                                                            |                                                                                              |                                                                               |                                                                                              |                                                               |                                                                                                 |
| Endowment Distributions Out<br>Investment Income                                                                                                                                                                                                                            | \$0<br>(36,312)                                                                            | \$0<br>948,478                                                                               | (\$470,000)<br>470,000                                                        | \$470,000<br>478,478                                                                         | (\$3,315,000)<br>347,603                                      | \$3,315,000<br>600,875                                                                          |
| Change in Board Designated Net Assets                                                                                                                                                                                                                                       | (\$36,312)                                                                                 | \$948,478                                                                                    | \$0                                                                           | \$948,478                                                                                    | (\$2,967,397)                                                 | \$3,915,875                                                                                     |
| CHANGE IN UNRESTRICTED NET ASSETS                                                                                                                                                                                                                                           | (\$365,485)                                                                                | \$753,030                                                                                    | \$73,422                                                                      | \$679,608                                                                                    | (\$2,958,664)                                                 | \$3,711,694                                                                                     |
| TEMPORARILY RESTRICTED:                                                                                                                                                                                                                                                     |                                                                                            |                                                                                              |                                                                               |                                                                                              |                                                               |                                                                                                 |
| Major Gifts - Temporarily Restricted Grants - Temporarily Restricted Endowment Distributions Out - Satisfied Restrictions Major Gifts - Satisfied Restrictions Grants - Satisfied Restrictions Write-off of Pledges Investment Income Change in Temp. Restricted Net Assets | (\$150,000)<br>150,000<br>0<br>(97,683)<br>(36,195)<br>0<br>(21,272)<br><b>(\$155,150)</b> | \$185,000<br>150,000<br>(1,250)<br>(630,183)<br>(36,195)<br>(75,000)<br>546,112<br>\$138,484 | \$900,000<br>0<br>(295,000)<br>(954,500)<br>0<br>295,000<br><b>(\$54,500)</b> | (\$715,000)<br>150,000<br>293,750<br>324,317<br>(36,195)<br>(75,000)<br>251,112<br>\$192,984 | \$612,000<br>0<br>0<br>(556,914)<br>0<br>232,704<br>\$287,790 | (\$427,000)<br>150,000<br>(1,250)<br>(73,269)<br>(36,195)<br>(75,000)<br>313,408<br>(\$149,306) |
| PERMANENTLY RESTRICTED:                                                                                                                                                                                                                                                     |                                                                                            |                                                                                              |                                                                               |                                                                                              |                                                               |                                                                                                 |
| Major Gifts - Permanently Restricted<br>Investment Income                                                                                                                                                                                                                   | \$0<br>0                                                                                   | \$171,073<br>0                                                                               | \$0<br>0                                                                      | \$171,073<br>                                                                                | \$0<br>25,000                                                 | \$171,073<br>(25,000)                                                                           |
| Change in Perm. Restricted Net Assets                                                                                                                                                                                                                                       | \$0_                                                                                       | \$171,073                                                                                    | \$0                                                                           | \$171,073                                                                                    | \$25,000                                                      | \$146,073                                                                                       |
| NET CHANGE IN TOTAL NET ASSETS                                                                                                                                                                                                                                              | (\$520,635)                                                                                | \$1,062,587                                                                                  | \$18,922                                                                      | \$1,043,665                                                                                  | (\$2,645,874)                                                 | \$3,708,461                                                                                     |

### USA Swimming Foundation, Inc. Expense Detail For the Nine Months Ended September 30, 2020

|                                | SUPPORTING<br>EXPENSES | PROGRAM<br>EXPENSES | 2021<br>YTD<br>EXPENSES | 2020<br>YTD<br>EXPENSES | Variance    |
|--------------------------------|------------------------|---------------------|-------------------------|-------------------------|-------------|
| EXPENSES:                      | <u> </u>               | <u> EXI ENGEG</u>   | EXI LIVOLO              | <u> </u>                | - Variance  |
| Professional Services          | \$160,662              | \$368,818           | \$529,480               | \$226,593               | (\$302,887) |
| Salaries and Benefits          | 209,762                | 49                  | 209,811                 | 445,695                 | 235,884     |
| Rent and Overhead              | 202,500                | 0                   | 202,500                 | 202,500                 | 0           |
| Travel                         | 107,067                | 6,686               | 113,753                 | 14,068                  | (99,685)    |
| Tickets                        | 62,760                 | 1,920               | 64,680                  | 0                       | (64,680)    |
| Catering and Entertainment     | 37,884                 | 5,445               | 43,329                  | 2,213                   | (41,116)    |
| Apparel                        | 22,207                 | 0                   | 22,207                  | 20,850                  | (1,357)     |
| Freight and Postage            | 20,197                 | 191                 | 20,388                  | 8,587                   | (11,801)    |
| Credit Card Fees               | 13,966                 | 301                 | 14,267                  | 4,597                   | (9,671)     |
| Awards and Gifts               | 13,940                 | 70                  | 14,010                  | 19,684                  | 5,674       |
| Repairs and Equipment          | 12,854                 | 0                   | 12,854                  | 0                       | (12,854)    |
| Dues Fees & Subscriptions      | 5,993                  | 1,867               | 7,860                   | 6,720                   | (1,140)     |
| Printing and Duplication       | 5,905                  | 48                  | 5,953                   | 7,720                   | 1,767       |
| Graphics and Art Work          | 0                      | 3,123               | 3,123                   | 0                       | (3,123)     |
| Office Supplies and Expense    | 2,408                  | 102                 | 2,510                   | 1,879                   | (631)       |
| Miscellaneous Expenses         | 2,079                  | 41                  | 2,121                   | 5,522                   | 3,401       |
| Telephone and Internet Service | 1,660                  | 0                   | 1,660                   | 3,825                   | 2,165       |
| Recognition and Fulfillment    | 1,058                  | 223                 | 1,281                   | 2,441                   | 1,161       |
| Space/Equipment Rental         | 0                      | 0                   | 0                       | 678                     | 678         |
| Depreciation and Amortization  | 0                      | 0                   | 0                       | 2,589                   | 2,589       |
| Video and Photography          | 0                      | 0                   | 0                       | 552                     | 552         |
| Subtotal                       | 882,903                | 388,884             | 1,271,786               | 976,712                 | (295,074)   |
| Grants - LTS                   | 0                      | 511,913             | 511,913                 | 398,803                 | (113,111)   |
| Grants - Club Relief           | 0                      | 0                   | 0                       | 3,000,005               | 3,000,005   |
| Grants - USA Swimming          | 0                      | 393,933             | 393,933                 | 452,649                 | 58,716      |
| Total Grants                   | 0                      | 905,846             | 905,846                 | 3,851,457               | 2,945,611   |
| TOTAL EXPENSES                 | \$882,903              | \$1,294,730         | \$2,177,632             | \$4,828,169             | \$2,650,537 |



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### USA Swimming Foundation 2021 Budget vs. 2021 Projection As of 11/29/2021

| As of 11/29/2021                             | Actual<br>2020 | Approved<br>Budget<br>2021 | Current<br>Projection<br>2021 | 2021 vs. 2021<br>\$ Variance<br>Favorable<br>(Unfavorable) | 2021 vs. 2021<br>% Variance<br>Favorable<br>(Unfavorable) | Comment                                                                                                       |
|----------------------------------------------|----------------|----------------------------|-------------------------------|------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| UNRESTRICTED:                                |                |                            |                               |                                                            | -                                                         |                                                                                                               |
| REVENUE: Annual Campaign                     | \$ 471,359     | \$ 660,000                 | \$ 703,111                    | \$ 43,111                                                  | 6.5%                                                      | New Supporter's Club offering in 2021 (unbudgeted).                                                           |
| Adult Learn to Swim                          | Ş 4/1,555<br>- | ۶                          | 60,000                        | 60,000                                                     | 0.570                                                     | New initiative/collaboration with US Masters (unbudgeted).                                                    |
| Major Gifts - Unrestricted                   | 5,978          | 100,000                    | 110,000                       | 10,000                                                     | 10.0%                                                     | Olympic Team and Goldfish fundraising.                                                                        |
| Grants - Unrestricted                        | 25,000         | 125,000                    | 40,000                        | (85,000)                                                   | -68.0%                                                    | Budgeted unrestricted and restricted grants here. Current Projection broken out (see below).                  |
| Major Gifts - Satisfied Restrictions         | 546,751        | 954,500                    | 900,183                       | (54,317)                                                   | -5.7%                                                     | Timing on trustee payments (+\$40K), less projected other major gift satisfactions than budget (-\$95K).      |
| Grants - Satisfied Restrictions              | -              | -                          | 50,000                        | 50,000                                                     |                                                           | Budgeted unrestricted and restricted grants above. Current Projection broken out (see above).                 |
| Endowment Distributions                      | 3,738,750      | 765,000                    | 740,000                       | (25,000)                                                   | -3.3%                                                     | Projecting same as budget (current endowments are fully funded and executing).                                |
| Commercial Sponsorships                      | 720,750        | 766,516                    | 741,516                       | (25,000)                                                   | -3.3%                                                     | Budgeted \$50K in new sponsorship, projecting \$25K.                                                          |
| Olympic Trials Packages                      | -              | 168,060                    | 122,360                       | (45,700)                                                   | -27.2%                                                    |                                                                                                               |
| Swim-a-Thon                                  | 51,509         | 100,000                    | 25,000                        | 25,000                                                     | 27.270                                                    | Some clubs still paying the 5% royalty (unrequired for 2021 per club relief efforts).                         |
| USA Swimming Support - Staff Allocation      | 392,446        | 335,000                    | 335,000                       | 23,000                                                     | 0.0%                                                      | Some class still paying the 370 royalty (unrequired for 2021 per class relief enorts).                        |
| Miscellaneous                                | 819            | 75,000                     | 46,100                        | (28,900)                                                   | -38.5%                                                    | Alumni, VIK.                                                                                                  |
| Investment Income / Imputed Interest         | 25,480         | 20,000                     | 12,500                        | (7,500)                                                    | -37.5%                                                    |                                                                                                               |
| Total Revenue                                | 5,978,842      | 3,969,076                  | 3,885,770                     | (83,306)                                                   | -37.3%                                                    |                                                                                                               |
| iotal nevenue                                | 3,376,642      | 3,909,070                  | 3,883,770                     | (83,300)                                                   | -2.1/6                                                    |                                                                                                               |
| SUPPORTING EXPENSES:                         |                |                            |                               |                                                            |                                                           |                                                                                                               |
| Annual Campaign                              | 199,265        | 175,578                    | 312,394                       | (136,817)                                                  | -77.9%                                                    | Incr in Trials fundraising costs and Supporter's Club promo (unbudg). Offset by decr. in silent auction prog. |
| Olympic Trials Packages                      | -              | 168,060                    | 240,707                       | (72,647)                                                   | -43.2%                                                    | Primarily increase in ticket and lodging cost.                                                                |
| Swim-a-Thon                                  | 78,890         | 115,069                    | 82,423                        | 32,646                                                     | 28.4%                                                     | Continuing to honor SAT program expenses and fulfillment without collecting the royalty revenue.              |
| Major Gifts                                  | 235,669        | 423,499                    | 274,217                       | 149,282                                                    | 35.2%                                                     | Less projected payroll allocation and travel compared to budget.                                              |
| Marketing                                    | 2,909          | 17,200                     | 5,000                         | 12,200                                                     | 70.9%                                                     |                                                                                                               |
| Salaries and Benefits                        | 78,033         | 29,217                     | 38,637                        | (9,420)                                                    | -32.2%                                                    | Piece of holistic payroll allocation.                                                                         |
| Board of Directors                           | 4,883          | 35,125                     | 35,125                        | -                                                          | 0.0%                                                      | Return to in person meetings and events.                                                                      |
| Trustee Council                              | -              | 15,160                     | 15,160                        | -                                                          | 0.0%                                                      | Assumes travel resumes to pre-COVID levels.                                                                   |
| General and Administrative                   | 335,163        | 369,605                    | 364,605                       | 5,000                                                      | 1.4%                                                      | Subscriptions, software, overhead, rent, personnel allocations, etc.                                          |
| Total Supporting Expenses                    | 934,811        | 1,348,512                  | 1,368,267                     | (19,755)                                                   | -1.5%                                                     |                                                                                                               |
| PROGRAM EXPENSES:                            |                |                            |                               |                                                            |                                                           |                                                                                                               |
| Saving Lives - Youth Learn to Swim - Grants  | 298,842        | 500,000                    | 509,913                       | (9,913)                                                    | -2.0%                                                     | More opportunity given unbudgeted, yet realized gifts/grants.                                                 |
| Saving Lives - Adult Learn to Swim - Grants  | -              | -                          | -                             | -                                                          |                                                           | To begin directly in 2022.                                                                                    |
| Saving Lives - Programs                      | 673,473        | 782,973                    | 524,158                       | 258,815                                                    | 33.1%                                                     | More virtual than budgeted.                                                                                   |
| Total Saving Lives                           | 972,314        | 1,282,973                  | 1,034,071                     | 248,902                                                    | 19.4%                                                     |                                                                                                               |
| Building Champions - Community Impact Grants | 60,000         | 100,000                    | 100,000                       | _                                                          | 0.0%                                                      | Executing to budget. Projecting increase in 2022.                                                             |
| Building Champions - Other Programs          | 142,166        | 128,663                    | 133,340                       | (4,677)                                                    | -3.6%                                                     |                                                                                                               |
| Building Champions - National Team Grants    | 822,649        | 917,000                    | 1,127,683                     | (210,683)                                                  | -23.0%                                                    | Based on known contracts and donors (incl add'l, unbudg Olympic Team support, mental health, etc.)            |
| Building Champions - Alumni Programs         | 71,319         | 118,505                    | 64,457                        | 54,048                                                     | 45.6%                                                     | Less Trials expense and payroll allocation than budgeted.                                                     |
| Building Champions - Club Relief Grants      | 3,000,880      | -                          | -                             | -                                                          | 13.370                                                    | N/A in 2021.                                                                                                  |
| Total Building Champions                     | 4,097,014      | 1,264,168                  | 1,425,480                     | (161,313)                                                  | -12.8%                                                    |                                                                                                               |
| Total Program Expenses                       | 5,069,328      | 2,547,140                  | 2,459,551                     | 87,589                                                     | 3.4%                                                      |                                                                                                               |
| Total Unrestricted Expenses                  | 6,004,140      | 3,895,652                  | 3,827,818                     | 67,834                                                     | 1.7%                                                      |                                                                                                               |
| OPERATING SURPLUS (DEFICIT)                  | \$ (25,298)    | \$ 73,424                  | \$ 57,952                     | \$ (15,472)                                                |                                                           |                                                                                                               |
|                                              |                |                            |                               | Page                                                       | 1 of 2                                                    |                                                                                                               |

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### USA Swimming Foundation 2021 Budget vs. 2021 Projection As of 11/29/2021

| As of 11/29/2021                                   | Actual<br>2020 | Approved<br>Budget<br>2021 | Current<br>Projection<br>2021 | 2021 vs. 2021<br>\$ Variance<br>Favorable<br>(Unfavorable) | 2021 vs. 2021<br>% Variance<br>Favorable<br>(Unfavorable) | Comment                                                                 |
|----------------------------------------------------|----------------|----------------------------|-------------------------------|------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------------------|
| Transfers to/from Operating Reserve                | -              | -                          | -                             | _                                                          |                                                           |                                                                         |
| Transfers to/from USA Swimming Endowment           | -              | -                          | -                             | -                                                          |                                                           |                                                                         |
| Incr. (Decr.) in Undesignated Net Assets           | (25,298)       | 73,424                     | 57,952                        | (15,472)                                                   |                                                           |                                                                         |
|                                                    |                |                            |                               |                                                            |                                                           |                                                                         |
| BOARD DESIGNATED - ENDOWMENTS:                     |                |                            |                               |                                                            |                                                           |                                                                         |
| Investment Income                                  | 1,389,928      | 470,000                    | 1,000,000                     | 530,000                                                    |                                                           | Per YTD/projected stock market.                                         |
| Endowment Distributions                            | (3,470,000)    | (470,000)                  | (470,000)                     | 330,000                                                    |                                                           | No club relief grants projected in 2021.                                |
| Incr. (Decr.) in Board Designated Net Assets       | (2,080,072)    | (470,000)                  | 530,000                       | 530,000                                                    |                                                           | No club relief grants projected in 2021.                                |
|                                                    | (2,000,000 2)  |                            |                               | 333,533                                                    |                                                           |                                                                         |
| Incr. (Decr.) in Unrestricted Net Assets           | (2,105,370)    | 73,424                     | 587,952                       | 514,528                                                    |                                                           |                                                                         |
|                                                    |                |                            |                               |                                                            |                                                           |                                                                         |
| TEMPORARILY RESTRICTED:                            |                |                            |                               |                                                            |                                                           |                                                                         |
| Major Gifts - Temporarily Restricted               | 652,000        | 900,000                    | 1,160,000                     | 260,000                                                    |                                                           | Based on known and or projected contracts (building the pipeline).      |
| Major Gifts Satisfied Restrictions                 | (721,751)      | (954,500)                  | (900,183)                     | 54,317                                                     |                                                           | Based on known and or projected contracts (building the pipeline).      |
| Grants - Temporarily Restricted                    | -              | -                          | 270,000                       | 270,000                                                    |                                                           | Breaking out grants from major gifts above.                             |
| Grants Satisfied Restrictions                      | -              | -                          | (50,000)                      | (50,000)                                                   |                                                           | Breaking out grants from major gifts above.                             |
| Endowment Distrib Satisfied Restrictions           | (268,750)      | (295,000)                  | (270,000)                     | 25,000                                                     |                                                           |                                                                         |
| Investment Income                                  | 834,146        | 295,000                    | 500,000                       | 205,000                                                    |                                                           | Per YTD/projected stock market.                                         |
| Incr. (Decr.) in Temporarily Restricted Net Assets | 495,645        | (54,500)                   | 709,817                       | 764,317                                                    |                                                           |                                                                         |
|                                                    |                |                            | _                             |                                                            |                                                           |                                                                         |
| PERMANENTLY RESTRICTED:                            |                |                            |                               |                                                            |                                                           |                                                                         |
| Major Gifts - Permanently Restricted               | 25,000         | -                          | 391,073                       | 391,073                                                    |                                                           | Based on known and or projected new endowments (building the pipeline). |
| Satisfied Restrictions                             | -              | -                          | -                             | -                                                          |                                                           |                                                                         |
| Present Value Discounts Earned                     | -              | -                          | -                             | -                                                          |                                                           |                                                                         |
| Investment Income                                  | -              | -                          | -                             | -                                                          |                                                           |                                                                         |
| Incr. (Decr.) in Perm. Restricted Net Assets       | 25,000         |                            | 391,073                       | 391,073                                                    |                                                           |                                                                         |
|                                                    |                |                            |                               |                                                            |                                                           |                                                                         |
| TOTAL INCREASE (DECREASE) IN NET ASSETS            | (1,584,725)    | 18,924                     | 1,688,842                     | 1,669,918                                                  |                                                           |                                                                         |

### **Board Member Name**: David Shackley, Interim Treasurer.

### Why do you wish to serve?

I love the sport of swimming and am thankful for all the experiences and opportunities that the sport has given me. It's my time to give back. I'm genuinely interested in both the Saving Lives and Building Champions spectrums of the mission, and I have the necessary skills, passion, and experiences to raise the bar on fundraising activities.

I'm sure that other applicants wrote something similar to my last couple of sentences.... but here's what stands me apart.

As a creative marketer I also bring my three decades of marketing to the foundation and am willing to use my business network to help the commercial team with business partnerships, not just individual donors. I know first-hand about how swimming grants can not only save lives but change lives. My parents couldn't afford the swim fees for our local swim team, for me and my younger brother to swim. Through the generosity of a swim coach my folks got a 50% reduction and both the Shackley boys were able to swim. We are both still active in swimming communities, albeit different sides of the pond.

What relevant leadership role(s) have you held (at the USA Swimming Foundation or other organizations)? For each, indicate the concrete results/ accomplishments you were instrumental in bringing about in this role.

I have been on the USA Swimming foundation board for nearly two years and have been the interim treasurer during the recent year of COVID. Accomplishments included vetting/recommending grants for Learn to Swim programs and appropriating monies to clubs in need affected by the COVID-19 crisis. In an effort to grow the Foundation's donor base, I volunteered to contact existing and new donors through email, calls, and handwritten notes.

Starting 2007 through to 2017 I held a variety of roles on the Corporate Event Marketing Association. My biggest accomplishment in this role was to help the staff with ideation for corporate partnerships in conjunction with the annual conference that in the latter years generated two million dollars in revenue.

Please describe your leadership style and how it will positively impact the USA Swimming Foundation Board of Directors?

I recently saw a career questionnaire on a business web site, and think that this style of Q&A, when answered will leave you with an understanding of my style.

What one word describes you? Relentless.

What TV show are you mid-binge on? Netflix. Formula OneDrive To Survive. Racing in any sport is my cup of tea.

**Favorite Podcast?** As a swim nerd, of course, I do enjoy SwimSwam's podcast. But for comedic relief, I enjoy "Smartless.".

**Buzz word you never want to hear again?** All of them. Only exception, I suppose will have to be Pivot!

**Best way to unwind?** Mindless ocean swim; not for speed, just for meditative purposes.

**Do you have a mantra?** In the pool I will go with "Every practice is a race!" And at work I tell my teams "Let's do amazing work, with no drama, and have a ton of fun!"

**Morning or evening person**? No question, as a pre-dawn swimmer, I'm a morning person.

Favorite 2021 Olympic swimming event? Men's 1500 free. Bobby Finke!

To summarize and give a more concrete answer: I have a collaborative style, but am very decisive, and approach all challenges/tasks with a sense of urgency.

What is your vision for the impact/role of the Board Chair as the Foundation aims to build its fundraising capacity and impacts?

We are at a pivotal transition period in the Board's history. We have successfully made the switch from a governance board to a fundraising board, but it feels like we haven't yet put our foot on the gas. It's that time, now. My job will be to drive the foundation forward and exceed the goals that have been set in terms of dollars or awareness. We need clearly stated goals that every board member and staff member understand. We all have the 25K give get, or the trustees have their financial obligations to the foundation, but we all need to and can do more.

All of us have connections so I'd spend time working with staff and individuals in an effort to come up with networking suggestions, and ways to drive donation revenue. **The Foundation's job isn't a hard one. It's simple. Raise money.** 

How do we do that? Through awareness, and then acquisition. I will challenge staff to ensure that we have the right levels of awareness that will help the board members exceed our goals so that we acquire new donors at all levels from Supporter's Club to Trustees. USMS is, I believe one area where can quickly drive towards our goals. In my own conversations with masters swimmers, many of them have never heard about the Foundation. More importantly, many are willing to donate once they learn about the various programs it supports. I will set up a separate monthly meeting with a few foundation board members to help with the USMS partnership.

The role of Board Chair requires additional time and availability that goes beyond the individual responsibilities of Board members, to include bi-weekly meetings with USA Swimming staff, Board document review and approval, and outreach to Foundation constituents. Are you prepared to dedicate the requisite time and availability to be successful in the role?

100%, Yes



### 2021 Foundation Board Officers Self-Nomination

## <u>Please save and submit (as a PDF, preferably) this form to Scott Usher (susher@usaswimming.org)</u> <u>by Monday, November 29<sup>th</sup></u>

Board Member Name: Anne Berry

I would like to be considered for (check all that apply):

X Board Vice-Chair Treasurer Secretary

- 1. Why do you wish to serve?
  - I have loved serving on the Foundation Board thus far and have embraced all the roles of a Board member including fundraising work on the Foundation pillars and participating in the Aquatics Coalition as well as other roles where Foundation representation is needed (USA Swimming Nominating Committee). I know there is much to do to achieve the vision of the Foundation and to create positive change in our communities in terms of opportunity for learning the life-saving skill of swimming and making it easier for members of the National Team to achieve their dreams of success. I feel this mission deeply and I have a lot to offer in terms of creativity and hard work that will ensure that we continue to embrace the challenges of aquatics during this difficult time.
- 2. What relevant leadership role(s) have you held (at the USA Swimming Foundation or other organizations)? For each, indicate the concrete results/ accomplishments you were instrumental in bringing about in this role.

I have served on several non-profit boards and was recently the President of the KY Society of Washington, a social/cultural state society based in Washington, DC. As president, I set the vision for the Society for my term and executed 5 high profile events including an inaugural ball for 1500 which raised the most money for the Society in its 100-year history. I also chaired the organization's sister Foundation which provided paid internships for KY college students. I am on both the History Department Advisory Board and Dean's Development Council at the University of Kentucky where I have helped support the goals of the College of Arts & Sciences by engaging alumni and by helping serve as a mentor for History majors.

In my professional life, I lead the State Government Affairs team at Novo Nordisk, a Danish pharmaceutical company, and am Chair of a state task force for our industry trade association. These roles entail setting a vision, establishing concrete goals and ensuring follow through on priorities. My specialty has been engaging people in the political process to bring about positive policy changes on both the state and federal level.

2. Please describe your leadership style and how it will positively impact the USA Swimming Foundation Board of Directors?

I am a collaborative leader who believes in articulating a vision and setting goals to drive that vision. Listening is key to collaboration, as is discussion, but it cannot create paralysis. I am action-oriented and I love the 4 Pillars established by the Foundation because they say so much about the future direction of the sport. We have to ensure, however, that our pillars aren't just discussion points. If we believe the pillars support the future of the sport, we have to ensure that we set goals for this work and that we continue to make progress towards those goals. The Board, supported by staff, must be willing to drive this work and be accountable for its outcomes.

- 3. What is your vision for the impact/role of the office(s) for which you are seeking election? My goal as vice-chair is to support the chair in whatever way they think I can be most effective for him/her and the Board. I believe in being a sounding board for ideas and providing honest feedback. I will also help with whatever duties they assign and would be able to step in for them as needed. By helping them focus the efforts of the Board on our Foundation priorities and encouraging Board members to help fulfill their obligations, I can be successful in supporting the chair as they work to ensure that the vision of the Foundation is met.
- 5. Would you be comfortable with other Foundation Board members contacting you to discuss this nomination prior to the December 7, 2021 meeting? X Yes No

If yes: Email: anneberryva@gmail.com Phone: 202-997-8730



### 2021 Foundation Board Officers Self-Nomination

## <u>Please save and submit (as a PDF, preferably) this form to Scott Usher (susher@usaswimming.org)</u> <u>by Monday, November 29<sup>th</sup></u>

Board Member Name: Jeff Moxie

I would like to be considered for (check all that apply):

Board Vice-Chair X Treasurer Secretary

1. Why do you wish to serve?

I feel that with my experience and background I can provide excellent guidance to the Finance team. Plus this gives me a chance to give back even more to the sport of swimming.

2. What relevant leadership role(s) have you held (at the USA Swimming Foundation or other organizations)? For each, indicate the concrete results/ accomplishments you were instrumental in bringing about in this role.

In my professional career during the last 20 years I have been the CFO of companies ranging from \$25 million to \$2.0 billion in revenues. In all cases the companies were going through process improvements and restructuring. The skillsets I employed at these companies could be useful to the USA Swimming Foundation finance team.

My non-profit work included the following:

### **US Masters Swimming**

President (2 years) – Stared the Swimming Saves Lives Foundation. Streamlined the committee structure within the organization. Mentored the new Executive Director.

Finance Committee Chair (2 years) and Treasurer (2 years) – Participated in hiring first ever CFO. Guided process improvements for the Finance team.

Local Masters Swim Committee Treasurer (10 years) - Implemented process improvements

Conejo Valley Multisport Masters Co-Founder and Coach – Prepared and submitted IRS filings to gain non-profit status Drove triathlon team growth to 120 members within 2 years.

### Friends of the Island Fox

Treasurer (4 years) – Co-Founder and first Treasurer. Prepared and submitted IRS filings to gain non-profit status and implemented accounting system.

3. Please describe your leadership style and how it will positively impact the USA Swimming Foundation Board of Directors?

My leadership style is collaborative and I allow the team to do their jobs. I am not a micromanager and have an ability to get into the details without getting in the way. With a deep understanding of the financial

workings of the organization I can assist with/explain (if necessary) things to the Board, usually in plain English.

4. What is your vision for the impact/role of the office(s) for which you are seeking election?

To allow the team to continue what they do, as they seem to do it well, but provide guidance on improvements that may be suggested regardless of where they come from.

5. Would you be comfortable with other Foundation Board members contacting you to discuss this nomination prior to the December 7, 2021 meeting? X Yes No

If yes: Email: jeffmoxie@yahoo.com Phone: 805-501-3883





## APPLICATION FOR NOMINATION TO THE USA SWIMMING FOUNDATION BOARD OF DIRECTORS

Please save this form (as a PDF, preferably) and submit to Scott Usher (susher@usaswimming.org) by Friday, October 15, 2021

**Candidate Name: Greg Pinchbeck** 

Please describe your professional experience (or attach a CV/resume).

<u>Summary:</u> I am currently the Global Head of Enterprise Resiliency for Dell Technologies. In this role I am responsible for ensuring that Dell employees, facilities, technology and third parties/vendors can recover and sustain business in the likely event that they are subject to natural, technology or human-made crises such as natural disasters, cyber or terrorist issues. My role is comprised of business/technology resiliency and crisis management.

Prior to joining Dell Technologies almost 3 years ago I spent 15+ years working for large Financial Services firms such as Citigroup, JPMorgan and The Royal Bank of Scotland-Americas in similar global risk roles.

A detailed resume has been provided.

2. Please explain why you are interested in serving on the USA Swimming Foundation Board of Directors.

<u>Summary:</u> I would like to leverage my current involvement in USA Swimming, Connecticut Swimming and on the Riverbrook Regional YMCA Board to expand the positive impact I can make on child safety, donorathlete support and other fundraising to help build the Saving Lives and Building Champions initiatives. Equally, my professional knowledge of risk and crisis management, Safe Sport and the ability to assist in fundraising would be valuable Foundation Board skills. Through USA Swimming LSC involvement, USMS participation and my professional network I believe I can raise awareness of the Foundation and attract new donors.

3. Please describe your personal/demonstrated commitment to swimming and/or specific components of our Saving Lives and Building Champions mission.

### **USA Swimming Foundation:**

**Building Champions** – currently sponsor a National Team member through the donor-athlete partnership program. This program has been very valuable for me to learn more about the challenges the athletes have and, I believe, has directly helped the athlete too.

### **Connecticut Swimming LSC:**

**Board Member** – I am currently the Safe Sport Coordinator and a Board Member of the Connecticut Swimming LSC.

**LSC and Safe Sport Coordinator** – responsible for interfacing with USA Swimming Safe Sport, the Connecticut Swimming Board and ~60 club teams to make sure they are in compliance with Athlete Protection Training and the Minor Athlete Abuse Prevention Policy as well as on a path to becoming a Safe Sport Recognized Program. Field inquiries from teams and advise on potential Safe Sport issues. Rewrote photography language for meet announcements to align with Safe Sport requirements.

**LSC Return to Swim COVID Committee** – member of the working group that initially shut down CT Age Group meets then worked with the State and local government to re-establish practices and meets for teams once facilities allowed that.

**LSC Logo Redesign and Rebranding** – currently leading and effort to rebrand and relaunch the Connecticut Swimming logo in partnership with the USA Swimming graphic design group.

### Riverbrook Regional YMCA (Wilton, CT):

**2019 Volunteer of the Year** – honored by the YMCA CEO during the Connecticut Alliance of YMCA's Leaders Dinner as Riverbrook Regional YMCA 'Volunteer of the Year' based on my risk management work on the Board with Child Protection and Aquatic Safety annual reviews and for leading Safe Sport in Connecticut and the Wahoo swim team.

**Board Member** – member of the YMCA's Board. Also a member of the Executive and Finance Committees. Lead annual reviews on child protection and aquatic safety for the Board with the CEO, Head of Human Resources, the Aquatics Director and other Y staff.

Swim Access – working to expand pool and swim lesson access for children in the City of Norwalk, CT..

### Wilton YMCA Wahoos (WYW):

**Personal** – Son, Gregory, has been on the Wahoos for 5 years and wife, Lauren, is a USA Swimming Official.

**2020 Volunteer of the Year** – identified by the Wahoo Coaches as co-winner of 'Volunteer of the Year' for the work I did with the team to become a Safe Sport Recognized Program. We were the second team in the LSC to do that and the first 3% of all teams nationally.

**WYW Safe Sport Coordinator – SSRP** – actively work with coaches and parents to promote Safe Sport training and safety including APT, MAAPP and background checks and advise on meet hosting and travel trip arrangements.

### **Gettysburg College Swimming:**

- 4 year Division III varsity athlete and Co-Captain senior year. Member of the team's first two Middle Atlantic Conference championships.

### **USMS Swimming:**

- Active USMS membership. Competed in USMS Open Water National Championship races for the past 9 years including Age Group second places recently at Fire Island(NY) 5k in 2018 and Lake Willoughby(VT) 5 mile in 2019.
- 4. Please share the experiences and successes you have had as an active participant and/or leader of major fundraising initiatives (e.g., fundraising boards, capital campaigns, etc.).

### **USA Swimming:**

 Donor-Athlete Partnership Program – currently sponsor National Team member. Brought a new donor to Scott Usher during the 2021 Omaha Olympic Trials.

### Riverbrook Regional YMCA (Wilton, CT):

- **Building Stories Capital Campaign** – actively participated and recruited donors for a \$15 million dollar facility renovation of the YMCA. The Y raised the most money ever by a non-profit in Wilton, CT., nearly \$7 million. The new Wahoo Coaches office area was named on behalf of our family.

### Wilton YMCA Wahoos (WYW):

- **2021 Scoreboard Fundraiser** – donated and helped the Wahoos raise ~ \$60K for a new 50 meter pool scoreboard.

## **Gettysburg College Swimming:**

- The Michael K. Rawleigh Endowed Fund for Men's and Women's Swimming – Co-led an effort to launch a fundraising drive to honor our retired coach. Fully funded the endowment 2 years early.

### Swim Across America(2021) and Swim Across (Long Island) Sound(2016-2019):

- Raised the \$5k fundraising minimum for these two events over the last 5 years.
- 5. Please describe the relationships/contact base that you have and how you foresee connecting them with the USA Swimming Foundation.

I plan to continue to leverage my personal contacts from a long career in financial services as well as personal friends and Masters Swimmers that I know have above average interest in USA Swimming. I have provided names to Scott Usher, one of which has become a donor already. I have several ideas on how to spark increased interest in donating and being a part of the Donor-Athlete program through leveraging Golden Goggles, Trials and other events including the run up to Paris.

6. If elected to serve, are you willing to fulfill the expectations outlined in the *Board Members' Individual Responsibilities* policy (attached)? **Yes** 

# **Greg Pinchbeck**

# 740-971-5787 / gjpinchbeck@hotmail.com

#### **Industry Experience**

20 years of experience implementing and managing regional and global Business Continuity (BC), Technology Recovery, Third Party Risk and Crisis Management programs for Dell Technologies, Citigroup, JPMorganChase and The Royal Bank of Scotland as well as with Big 4 consulting firms such as Deloitte and PwC. Extensive focus on implementing risk policy, guidelines and training that are compliant with global regulations and industry practices. Hands on Crisis Management experience managing cyber, natural, terrorist and technology events/issues globally.

# Dell Technologies, Security and Resiliency Organization, Enterprise Resiliency, Remote Worker CT Global Head of Enterprise Resiliency, July 2019 through Present

Responsible for managing a new, business aligned risk team to ensure all aspects of the business continuity lifecycle are implemented globally with Disaster Recovery and Crisis Management teams to plan, test and manage events.

- Manage crisis events: Covid-19, Nashville tornado, Hurricane Dorian, Hong Kong and India protests
- Assisted with the Enterprise Resiliency Policy and documenting a BC Framework aligned with ISO22301
- Responsible for implementing Continuity Logic 360, a new resiliency risk planning tool
- Partnered with Third Party Risk and Legal to enhance standard terms and conditions for BC
- Worked with Deloitte to develop a BC Maturity Model multi-year roadmap

# Citigroup, Global Consumer Banking, Enterprise Operations and Technology, Stamford, CT Global Head of Business Continuity, Technology Recovery and Crisis Management, May 2012 to July 2019

Led teams of geographically dispersed risk professionals focused on evaluating and mitigating Third Party, and business and technology resiliency risk end to end for Global Consumer Banking in 20 countries. Led the crisis command center for Global Consumer Banking.

- Oversaw Business Recovery Coordinators for all aspects of the Business Continuity lifecycle including risk assessment, planning, testing, Third Party
- Experience with Cloud, API/Microservices and Robotics recovery planning for consumer facing products
- Member of Citi Third Party and Business Continuity leadership team and Risk Operating Committee
- Designed and implemented a 24 month Consumer CoB Maturity Plan that enhanced the function
- Member of the Citi Office of Emergency Management Corporate Crisis Management Team that won an industry award for Hurricane Maria
- Responsible for program quality assurance, oversight and alignment with global regulations.
- Designed more effective key risk indicators for Consumer Banking Third Parties and resiliency.

#### The Royal Bank of Scotland - Americas, Stamford, CT

### Senior Vice President, Head of Resiliency and Recovery - Americas, August 2009-May 2012

Led a team of 16 risk professionals that were responsible for business and technology oversight and advisory of end to end planning, testing and crisis management execution for the Americas region of RBS. Major responsibilities included:

- Deputy Global Lead for Resiliency, Americas Security & Risk Leadership team, Americas Crisis Management team.
- Ensured compliance to Corporate and regulatory requirements and guidelines.
- Oversight of technology testing program and development of recovery orchestration model.
- Managed the three year Resiliency Roadmap to enhance the function and recoverability in the Americas.
- Interfaced with Federal Reserve, OCC, FDIC and state agencies for reviews and audits.
- Assessed offshore resiliency risk of US entities and suppliers/vendors in India and Poland.
- Managed external recovery costs for technology and recovery seat requirements.

#### Deloitte & Touche LLP, San Antonio, Texas

# Mid America Lead for Business Continuity Management Services, June 2008 – May 2009

Served as a member of the Mid-American Enterprise Risk Services management team and advised clients on business continuity and IT risk. Responsible for selling, delivering and advising on client solutions based on their organization risk profile.

# JPMorganChase (formerly with Bank One), Columbus, OH and San Antonio, TX Executive Director, Business Resiliency, Treasury & Security Services (T&SS), April 2003-May 2008

Hired to rebuild the business continuity and crisis management function for Central Transaction Operations (CTO) and Global Core Operations (GCO). After the acquisition of Bank One by Chase, I retained the above responsibility and was appointed the global Resiliency Lead for Treasury services and was responsible for the alignment and linkage of BC, DR and crisis management across the footprint.

- Member of the Treasury and Corporate Resiliency Risk Leadership and helped drive the global agenda and defined the firm wide critical site definition standard.
- Responsible for the line of business crisis management process and managed business and technology outages with no material, avoidable impact to the bank.
- Responsible for recovery plan quality and sustainability as well as communicating the resiliency risk profile to the T&SS and Bank senior leadership teams including Operating Committee members.
- Managed the global business continuity coordinator network in a matrix fashion.
- Experience with assessing project risk especially as it relates to third parties, offshoring, real estate consolidations and outsourcing.
- Maintained excellent relationships with Retail, the Investment Bank, Global Security and Corporate Real Estate.

### KPMG LLP, Columbus, OH

### Manager, Operations and Technology Risk Management, November 2000 to March 2003

Responsible for practice development and delivery of business and technology risk management services to companies experiencing large scale organizational change. Developed merger integration and change management plans for IT and supply chain functions. Acted as a trusted business advisor and risk manager for senior leadership during M&A activities.

#### PricewaterhouseCoopers LLP, Columbus, OH

#### Manager, Operations and Systems Risk Management, November 1998-November 2000

Provided Business Continuity and Disaster Recovery consulting services to Fortune 500 companies and performed Y2K remediation. Managed large, complex resiliency projects simultaneously on multiple continents. Helped to develop strategies to build and test operationally resilient technology and data centers. Performed multiple business and technology operational risk assessments. Led international projects in the US, UK, Ireland, Malaysia and Caribbean.

#### **Education and Other Activities**

- Gettysburg College, Gettysburg, PA. Bachelor of Arts
- Disaster Recovery Institute International (DRII) CFCP certified. Passed Master exam in 2008
- Acknowledged by Carnegie Mellon University and the Software Engineering Institute for contributions to the development and creation of the CERT Resiliency Maturity Model, version 1
- Board Member, Riverbrook Regional YMCA, Wilton, CT
- Board Member and Safe Sport Coordinator, Connecticut Swimming.

Candidate Name: Jon Kossow

1. Please describe your professional experience (or attach a CV/resume).

http://linkedin.com/in/jon-kossow-42706b2

2. Please explain why you are interested in serving on the USA Swimming Foundation Board of Directors.

I was a finalist for the Board of Directors for USA Swimming last year, but unfortunately was not elected by the delegates. In talking with Tim Hinchey, while the board would have been a very good fit with my professional experience and skill set, we discussed the applicability of such experience to the Foundation Board as well. Swimming has been a very important part of my life from a young age and it has taught me the value of hard work, time management, staying fit, and the value of focus ... I'd like to give back to the sport that's given me so much.

3. Please describe your personal/demonstrated commitment to swimming and/or specific components of our Saving Lives and Building Champions mission.

I've been a Summer swimmer, competitive age group swimmer, collegiate swimmer, Summer coach, team representative, swim league president and I'm the father of 3 swimmers. As a former coach, I've had direct experience "Saving Lives" by teaching countless kids how to swim and strive to get better. I understand the Four Pillars and end purpose for the USA Swimming Foundation and would work hard to support the mission and drive excellence in all ways.

4. Please share the experiences and successes you have had as an active participant and/or leader of major fundraising initiatives (e.g., fundraising boards, capital campaigns, etc.).

As a Managing Partner of Norwest Venture Partners (www.NVP.com) I have helped raise \$7B for 3 funds over the last 4 years. My wife and I are part of the Menlo School (private school 2 of my children attend) Annual Fund team to support the class of 2024. Our goal this year is to raise \$4.3M after raising \$4M+ in 2020. We also endowed a scholarship at Harvard College (my alma mater) in 2021 to support underprivileged students for generations to come.

5. Please describe the relationships/contact base that you have and how you foresee connecting them with the USA Swimming Foundation.

My job revolves around meeting new people and executives and maintaining those relationships while pursuing investment opportunities. As I focus on investing in companies that don't need money and aren't looking for money, I effectively have to "sell" money to people that don't want it. Over almost a 25 year investing career, I've demonstrated the ability to connect with people from all walks of life and backgrounds while building a "Rolodex" of thousands of connections. My primary contacts are CEOs of companies of all sizes, investors, bankers, lawyers and deal-related people. Many of the companies I work with could ultimately be partners or sponsors of USA Swimming in a variety of capacities.

6. If elected to serve, are you willing to fulfill the expectations outlined in the Board Members'

Individual Responsibilities policy (attached)?

Yes

No

Yes



# APPLICATION FOR NOMINATION TO THE USA SWIMMING FOUNDATION BOARD OF DIRECTORS

Please save this form (as a PDF, preferably) and submit to Scott Usher (susher@usaswimming.org) by Friday, October 15, 2021

# **Candidate Name:**

- 1. Please describe your professional experience (or attach a CV/resume).
- 2. Please explain why you are interested in serving on the USA Swimming Foundation Board of Directors.
- 3. Please describe your personal/demonstrated commitment to swimming and/or specific components of our Saving Lives and Building Champions mission.
- 4. Please share the experiences and successes you have had as an active participant and/or leader of major fundraising initiatives (e.g., fundraising boards, capital campaigns, etc.).
- 5. Please describe the relationships/contact base that you have and how you foresee connecting them with the USA Swimming Foundation.
- 6. If elected to serve, are you willing to fulfill the expectations outlined in the *Board Members'*Individual Responsibilities policy (attached)?

  No

# Timothy P. Buckley

4501 Camden Dr

Corona Del Mar, CA 92625

# Contact:

Email: TimBuckley@VintageDesignInc.com

Cell: (714) 231-0442

Office: (949) 900-5400

I am interested in serving on the USA Swimming Foundation Board of Directors. I began in the sport of swimming at the age of 13, and enjoyed competing in club, high school, and college. During my college years I was able to assist with the age group programs, first with Cypress Aquatics and then with the Chico AquaJets. I had the great honor to swim for Hall of Fame coaches, Dr. Ernie Maglischo and Raymond Woods.

As a board member for Servite High School, I was part of the Capital Campaign to fund, amongst other things, a new 50-meter pool, and serve as Chairman of the Search Committee to select a new President and a Varsity football coach for the school. Servite High School finds itself financially sound with its highest enrollment since 2011, and with the nationally 8<sup>th</sup> ranked football team. Goals accomplished!

I am an active member of the Nova Masters in Irvine, CA and enjoy the competition and the camaraderie. The constant theme from our 300-plus member team is how can we become involved with USA Swimming, be it as a volunteer or financial donor, or a combination of both. I believe this is an untapped resource that may benefit USA Swimming in many ways.

To be fully transparent, I have never been very comfortable when making a financial ask but can and will be a huge proponent of exposing many individuals and organizations to our mission. For me personally, I envision this as a 7-year commitment to take us to the 2028 Olympic Games in Los Angeles. My planned financial commitment far exceeds the required ask.

Lastly, I would like to again express my love for the sport of swimming, and I thank you for your time and consideration.

Best,

Timothy Buckley

For By

# TIMOTHY P. BUCKLEY

4501 Camden Drive, Corona Del Mar, CA 92625 TimBuckley@VintageDesignInc.com

### **EXECUTIVE PROFILE**

Tim Buckley has been married to Jennifer for 43 years and has 4 children and 8 grandchildren. He is the found of Vintage Design LLC, a full service design studio with numerous locations throughout California and Utah.

Vintage Design employs more than 300 associates, delivers in excess of 3800 single family homes annually through contract with 15 different developers. He is the CEO of 3B Capital LLC, an Investment Company in Newport Beach, California. Tim holds membership in good standing at Shady Canyon Golf Club, Scottsdale National Golf Club, and Toscana Country Club. He is an active member on the Board of Directors for Servite High School, a Trustee for USA Swimming, a member of the USC Trojan Athletic Foundation, and the Building Industry Association.

Tim has resided in Newport Beach since 2003 and has additional residences in Indian Wells, California. Along with golf, Tim enjoys competitive swimming in the USA Master's Program as a Multi-National Champion and current World Record Holder.

### **QUALIFICATION HIGHLIGHTS**

- Board of Directors, Servite High School
- Trustee, USA Swimming
- Affiliate, Building Industry Association of Orange County
- Affiliate, USC Trojan Athletic Foundation
- Affiliate, Orange Catholic Foundation (Honoree 2018)

### PROFESSIONAL EXPERIENCE

| MINI. | $\Gamma\Delta C$ | E I | )FSI | GN        | LLC |
|-------|------------------|-----|------|-----------|-----|
| AIIA  | -                |     |      | $\sim$ 14 |     |

**Founder** 

1986 - Present

A 300+ employee, California based design studio and flooring subcontractor servicing the residential real estate industry.

**NU WOOD DESIGN** 

**Founder** 

2014 - Present

A 60+ employee, California based cabinet manufacturing and installation company servicing the residential real estate industry.

**3B CAPITAL** 

CEO

2019 - Present

An investment f

FORWARD SPORTS MARKETING

**General Partner** 

2008 - Present

A Missouri based marketing firm specializing in servicing the motorsports industry.

TJB INSURANCE COMPANY, INC A Montana based insurance captive.

CEO/Owner

2014 - Present

A STATE OF THE PROPERTY OF THE

EASTPARK DRIVE LLC & 909 INLAND LLC Managing Member

2008 - Present

California based companies specializing in real estate.

# **EDUCATIONAL EXPERIENCE**

# **CALIFORNIA STATE UNIVERSITY CHICO**

Class of 1977

Major: Business Management NCAA Champion 1976 – Swimming Four Time All American Inductee, Athletic Hall of Fame 2018

### CYPRESS COMMUNITY COLLEGE

Major: Business

5 Time Junior College All American

Class of 1975

# TIMOTHY P. BUCKLEY PAGE 2

# SERVITE HIGH SCHOOL

Distinguished Alumni Award 2020 Inductee, Athletic Hall of Fame 2001 Credo Award 1998 Class of 1973

# **REFERENCES**

Mr. James Belardi Athene Asset Management belardi@athene.com 310-698-4400

Mr. Patrick Haden USC Trustee rchad@usc.edu 213-740-3843

Ed St. Geme Jupiter Holdings ed@jupiterholdings.com 949-706-8050 Mr. Rowdy Gaines YMCA Central Florida / NBC Sports rgaines@cfymca.org 407-896-9220

Mr. Matt Munson Professor, Chapman University munson@chapman.edu 714-289-3117

## **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 29, 2021

I hereby present the monitoring report on the Board's Ends Policy 1.2 "Successful Athletes, Coaches and Clubs.", in accordance with the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended November 24, 2021.

Signed \_\_\_\_\_\_\_\_, President & CEO

# BROADEST PROVISION: "Successful Athletes, Coaches and Clubs: Members have and use resources for sustainable success."

CEO'S VISION OF SUCCESS: (Changes are italicized)

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 risk management, membership numbers, and ultimately club development and the athletes we serve and help develop.

# POLICY PROVISION A: "Athletes have and use motivational, education, financial and leadership supports for success."

CEO'S VISION OF SUCCESS: (Changes are italicized)

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. Establish baseline goal NPS across athlete-specific events/offerings.
  - a. 2022: NPS reaches score of 5 for all programs
  - b. 2023-24: NPS improves by 10%
- 2. Conduct a five-year historical data review of athletes advancing through camp system (e.g., Zone Select Camp participants also attend National Select Camp, National Select Camp participants also qualified for the National Junior Team).
  - a. 2022: NPS for athlete camps reaches score of 5 and staff will define whether it is a purpose of the camp programs to advance athletes to the next level in the camp system.
  - b. 2023-2024: NPS improves by 10%
- 3. Conduct a five-year historical data review of athletes advancing through meet championship levels (e.g., athletes qualifying for Sectionals also qualify for Futures, athletes who qualify for Sectionals and Futures also qualify for Junior National Championships, athletes who qualify for Sectionals, Futures and Junior National Championships also qualify for National Championships).
  - a. 2022: Set a goal percentage of athletes who advance through the defined meet championship levels.
- 4. Y-T-Y analysis of financial investment in athlete programming.

# REPORT:

| Key Performance Indicators                                                                                                                                                                                                                                                                                           | 2021 Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Achievement |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Establish a baseline goal NPS across athlete-specific events/offerings.      2022: NPS reaches score of 5 for all programs      2023-24: NPS improves by 10%                                                                                                                                                         | USA Swimming staff has established a baseline goal that all athlete-specific events/offerings achieve an NPS score of 5 for all programs.                                                                                                                                                                                                                                                                                                                                                 | N/A         |
| 2. Conduct a five-year historical data review of athletes advancing through the camp system. In 2022, all athlete camps reach an NPS score of 5 and staff will define whether it is a purpose of the camp programs to advance atheltes to the next level of the camp system. In 2023-2024, improve NPS score by 10%. | <ul> <li>16.6% of Zone Select Camp participants qualified for a National Select Camp</li> <li>7.8% of Zone Select Camp Athletes qualified for the National Junior Team</li> </ul>                                                                                                                                                                                                                                                                                                         | Yes         |
| 3. Conduct a five-year historical data review of athletes advancing through the meet championship levels. In 2023-2024, staff will establish a goal percentage of athlets advancing through the meet championship levels.                                                                                            | <ul> <li>19.5% of Sectionals participants progressed to a Futures Competition</li> <li>6.3% of Sectionals participants progressed to Summer Juniors</li> <li>5.3% of Sectionals participants progressed to Summer Nationals or Olympic Trials</li> <li>12% of Futures participants competed at Summer Juniors</li> <li>6.5% of Futures participants competed at Summer Nationals</li> <li>20.8% of Summer Junior participants progressed to Summer Nationals or Olympic Trials</li> </ul> | Yes         |
| Conduct a Y-T-Y analysis of financial investment in athlete programming.                                                                                                                                                                                                                                             | USA Swimming Staff conducted a three-year review of the financial investment in athlete programming.                                                                                                                                                                                                                                                                                                                                                                                      | Yes         |

Sport Development is committed to providing athletes with quality programming that can be leveraged as a predictor of future success. In order to determine whether and how to set a goal for athletes advancing through the camp system, USA Swimming conducted a five-year historical data review of such athletes. Specifically, it was found that 274 of 1650 (16.6%) Zone Select Camp participants qualified for a National Select Camp after attending a Zone Select Camp. 128 of the 1650 (7.8%) Zone Select Camp athletes from the past seven years eventually qualified for the National Junior Team. 128 of the 274 (46.7%) Zone Select Athletes who progressed to a National Select Camp eventually qualified for the National Junior Team, a much higher rate than National Select Camp athletes who did not previously attend a Zone Select Camp.

With respect to athletes advancing through the meet championship levels, of the 33,670 unique athletes to participate in Sectionals since 2015, 6574 (19.5%) progressed to a Futures competition following the Sectionals experience. Of those 33,670 athletes, 2121 (6.3%) eventually competed at Summer Juniors. Of the 33,670 athletes, 1799 (5.3%) eventually competed at Summer Nationals or Olympic Trials.

Of the 9,996 unique athletes to participate at Futures since 2015, 1191 (12.0%) eventually competed at Summer Juniors. Of those 9,996 athletes, 647 (6.5%) eventually competed at Summer Nationals. Note that the lack of a 2020 Summer Juniors likely brings this number lower than ordinary. Further, of the 2639 athletes to compete at a Summer Juniors since 2016, 549 (20.8%) progressed to compete as a Summer Nationals or Olympic Trials.

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, creating metrics to determine whether and how athletes are building upon resources and competitive opportunities as well as leveraging 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.

Finally, USA Swimming Staff conducted a three-year review of the financial investment in athlete programming. The analysis included competitive events, camps, clinics, support tools, and junior team athlete support. We will continue to conduct an annual three-year rolling analysis.

I therefore report **ACHIEVEMENT**.

# POLICY PROVISION B: "Coaches have and use tools and skills to be successful." CEO'S VISION OF SUCCESS: (Changes are italicized)

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. Establish a baseline NPS across coach-specific events/offerings.
  - a. 2022: NPS reaches score of 5 for all programs
  - b. 2023-24: NPS improves 10%
- 2. Team services activation at identified Tier 1 (e.g., Futures, TYR Pro Swim Series and Junior Nationals) and Tier 2 (e.g., camps, YMCA and CST meets, Swimposiums and NCSA) events with a baseline NPS score of 5.
  - a. 2022: NPS reaches score of 5 for all programs
  - b. 2023-24: NPS improves 10%
- 3. Safe Sport in-person trainings: Continue Safe Sport in-person coach training opportunities with at least one opportunity per month with Y-T-Y growth in % of non-athlete coach members trained by Safe Sport staff.

#### 2022

4. Launch Coach Education Certification with Y-T-Y growth in percentage of non-athlete coach members obtaining higher certification levels.

### **REPORT**:

| Key Performand                                                                                                          | ce Indicators                                                                                                                                                                               | 2021 Results                                                                                                                                                                                                  | Achievement |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| across c<br>events/o<br>2022: NI<br>of 5 for a                                                                          | n a baseline NPS<br>coach-specific<br>offerings.<br>PS reaches score<br>all programs<br>: NPS improves                                                                                      | USA Swimming has established the baseline NPS across coach-specific events/offerings at 5 with a goal of improving this score by 10% each year.                                                               | Yes         |
| identified<br>Futures,<br>Series a<br>National<br>camps, '<br>meets, S<br>NCSA) e<br>baseline<br>2022: NI<br>of 5 for a | ervices activation at d Tier 1 (e.g., TYR Pro Swim and Junior s) and Tier 2 (e.g., YMCA and CST Swimposiums and events with a NPS score of 5.  PS reaches score all programs : NPS improves | Sport Development has trained and planned for its first activation at a Tier 1 event scheduled to take place at Winter Juniors East in December 2021.                                                         | Yes         |
| trainings<br>Sport in-<br>training of<br>at least of<br>month w<br>10% of r                                             | ort in-person Continue Safe Derson coach Opportunities with One opportunity per With Y-T-Y growth in One-athlete coach S trained by Safe aff.                                               | Safe Sport conducted 12 in-person coach training opportunities in 2021 resulting in 138 coaches trained. In 2020, Safe Sport conducted 16 in-person coach training sessions resulting in 561 coaches trained. | Partial     |
| Education Y-T-Y grown of non-a member                                                                                   | launch Coach<br>on Certification with<br>rowth in percentage<br>thlete coach<br>s obtaining higher<br>ion levels.                                                                           |                                                                                                                                                                                                               | N/A         |

We are committed to USA Swimming being highly relevant as a resource for coaches. In 2021, USA Swimming made significant progress towards its coach education platform that covers a variety of subjects to help provide more well-rounded resources for coaches. Indeed, one of the Keeping Athletes First initiatives is related to Coach Education and building a world class Learning Management System. This initiative will launch in Q3 2022. USA Swimming's training and education activation, planned for Q4 2021, will serve as the launch for its activation initiative at Tier 1 and Tier 2 events.

Safe Sport staff continue to conduct monthly virtual coach trainings. Coach attendance at these trainings is trending in such a pattern that the Safe Sport staff will re-evaluate the efficacy of these trainings and develop innovative training opportunities for coach members.

I therefore report PARTIAL ACHIEVEMENT.

# POLICY PROVISION C: "Clubs of all sizes and levels have and utilize resources and services for success." CEO'S VISION OF SUCCESS: (Changes are italicized)

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. Implement use of NPS as a regular tool to assess specific program valuation, benchmark, and use as evaluative criteria to identify what members want/need going forward.
- 2. Update the following club resources, programs, and offerings: Club Recognition Program (2022), Club Leadership & Business Management School (2021), Coach Education Certification (2022) and new club application (2022).
  - a. 2022: Establish benchmarks to measure success for each.
  - b. 2023-2024: Y-T-Y growth
- 3. Maximize learn-to-swim opportunities through USA Swimming Foundation and USA Swimming grant funding, scholarship opportunities and outreach programming.
  - a. 2022: Y-T-Y increase in learn-to-swim scholarship and Outreach member programming opportunities contingent on USA Swimming Foundation grant funding available.
- 4. Establish programming to bridge learn-to-swim opportunities to USA Swimming membership.
- 5. Future phases: Establish and increase learn-to-swim program membership, learn-to-swim instructor membership and rate of transition to USA Swimming membership. Y-T-Y increases in each once established.
- 6. Establish standards for USA Swimming learn-to-swim lesson programming or partnership between USA Swimming member clubs and local provider(s).

| Key Performance Indicators                                                                                                                                                                                                                                                                                           | 2021 Results                                                                                                                                                                           | Achievement |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| <ol> <li>Implement use of NPS as a<br/>regular tool to assess specific<br/>program valuation benchmark,<br/>and use as evaluative criteria to<br/>identify what members<br/>want/need going forward.</li> </ol>                                                                                                      | USA Swimming is implementing NPS as a regular tool to assess specific program valuation, benchmark and use as an evaluative criteria to identify what members want/need going forward. | Yes         |
| 2. Update the following club resources, programs, and offerings: Club Recognition Program (2022), Club Leadership & Business Management School (2021), Coach Education Certification (2022) and new club application (2022).  a. 2022: Establish benchmarks to measure success for each.  b. 2023-2024: Y-T-Y growth | Club Leadership and Business Management School was updated in 2021.                                                                                                                    | Yes         |
| 3. 2023-2024: Y-T-Y growth                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                        | N/A         |

| 4. | Maximize learn-to-swim opportunities through USA Swimming Foundation and USA Swimming grant funding, scholarship opportunities and outreach programming.  a. 2022: Y-T-Y increase in learn-to-swim scholarship and Outreach member programming opportunities contingent on USA Swimming Foundation | Y-T-Y increase in learn-to-swim scholarship and Outreach member programming was realized in 2021. | Yes |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----|
|    | grant funding available.                                                                                                                                                                                                                                                                           |                                                                                                   |     |
| 5. | Establish programming to bridge learn-to-swim opportunities to USA Swimming membership.                                                                                                                                                                                                            |                                                                                                   | N/A |
| 6. | Future phases: Establish and increase learn-to-swim program membership, learn-to-swim instructor membership and rate of transition to USA Swimming membership. Y-T-Y increases in each once established.                                                                                           |                                                                                                   | N/A |
| 7. | Establish standards for USA Swimming learn-to-swim lesson programming or partnership between USA Swimming member clubs and local provider(s).                                                                                                                                                      |                                                                                                   | N/A |

The Team Services Department continues to be led by Brendan Hansen. This department now consists of Juan Caraveo (Western zone), Jay Chambers (Central zone), Brendan Hansen (Southern zone) and Kaitlin Pawlowicz (Eastern zone). They support clubs, coaches and LSCs in their respective zones.

In 2021, the Club Leadership and Business Management School program was updated. The CLBMS 201 course focuses on the business development and governance structure, or the "dry-side", of team operations. In 2021, the course was offered virtually through the Zoom platform once a quarter and was facilitated by Team Services. 2021 saw a normalization in attendance averaging 30 participants per virtual offering. The new team application process requires a new team to participate in the CLBMS 201 course in order to register for its second year as a USA Swimming member team. In 2020, Team Services began encouraging new teams to have their entire board attend in an effort to ensure better team board performance. Anecdotally, 2021 did see an increase in full team board participation in the four virtual offerings. Team Services will continue to offer the course quarterly in 2022, update the course with current non-profit/for-profit best practices and will explore the possibility of the CLBMS 201 course becoming a bi-annual requirement for all teams. The possibility of the course becoming a Continuing Education Unit for the upcoming Coach Education Certification will also be explored.

Toyota mobile swim lessons program implemented as part of the 2021 Youth Learn to Swim Grant awards, with support from Toyota, Hennepin County, MN, and the Hennepin County Sheriff's Department, providing transportation support for the YMCA of the North to bring instructors and lifeguards to apartment complexes within Hennepin County in which youth would not otherwise have access to programming. An estimated 500 children will be served with this program. There is discussion around a possible 2022 expansion of the mobile swim lesson program to other areas of the country.

Outreach member programming will coincide with investment and expansion of Community Impact Grants, Community Swim Programs, and the new Club Recognition Program, in which each requires a connecting point between learn-to-swim (either in-house or via local referral programs) and the USA Swimming member club. The current investment and build-out of SWIMS 3.0, to be rolled out in Q3 2022, will identify "partner programs" for USA Swimming teams and in-network Learn-to-Swim programs allowing us to pinpoint those programs who have existing relationships and targeting those who do not, providing USA Swimming an opportunity to aid in establishing local connections and educating providers and teams directly where needed. Additionally, as mentioned above, the new Club Recognition Program includes education requirements directing teams and learn to swim programs on how to build local connection. The intent, once the new CRP is rolled out for teams, is to mirror the program and launch a similar recognition program for the Swim Lesson Provider network.

To aid in recognizing swim team and swim lesson connections, the 2022 Youth Learn to Swim Grant now has weighted scoring within the application process to identify programs with existing connection to, or in-house, USA Swimming team programs, further supporting our goal of moving youth up the pipeline to USA Swimming.

Standards will be developed for USA Swimming learn-to-swim lesson programming including standards for course and certification requirements similar to those for coaches and clubs including athlete protection education, background screening and the like.

I report ACHIEVEMENT.

# POLICY PROVISION C.i.: "Clubs are safe and inclusive environments." CEO'S VISION OF SUCCESS: (Changes are italicized)

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 achieve Safe Sport Club Recognition.
- 2. Y-T-Y growth in clubs which have achieved Safe Sport Club Recognition with a target of 50% clubs achieving recognition in 2021, 60% in 2022 and 80% in 2023.
- 3. Y-T-Y growth of multi-cultural component of USA-S membership.
- 4. 3% growth of USA Swimming membership through Community Swim Team programs.
- 5. Y-T-Y growth of financial investment in Community Impact Grant funding.

| Key Performance Indicators                                                                                                                                                                                                               | 2021 Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Achievement |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 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 achieve Safe Sport Club Recognition. | Households: 2020: 5.56% of registered athlete households participated in a Safe Sport training offering. 2021: 3.7% of registered athlete households participated in a Safe Sport training offering. 100% of registered athlete households received a Safe Sport Family Resource Guide provided by mail.  Athletes 2020: 13.99% of registered athletes ages 12 or older participated in a Safe Sport training. 2021: 21.77% of registered athletes ages 12 or older participated in a Safe Sport training.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Partial     |
| 2. Y-T-Y growth in clubs which have achieved Safe Sport Club Recognition with a target of 50% clubs achieving recognition in 2021, 60% in 2022 and 80% in 2023.                                                                          | 2020: 40% of member clubs were engaged in the Safe Sport Club Recognition process representing 19% that had started an application for Safe Sport Club Recognition and 21% that had achieved Safe Sport Club Recognition.  2021: To date (November 19, 2021), 68.53% of members clubs with at least one registered athlete are engaged in the Safe Sport Club Recognition process representing 37.7% of such clubs that have started an application for Safe Sport Club Recognition and 30.7% of such clubs that have achieved Safe Sport Club Recognition.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Partial     |
| 3. Y-T-Y growth of multi-<br>cultural component of<br>USA-S membership.                                                                                                                                                                  | USOPC Scorecard: USA Swimming Member Data: 2014: 12.87% - 2015: 15.11% - 2016: 17.12% - 2017: 18.15% 18.61% 2018: 18.78% 18.79% 2019: 19.52% 21.70% 2020: 12.17% 21.69% 2021: * 21.30%**  *USOPC Data not available until May 2022 **For 2021 the Athlete Diverse percentage was 21.3 % when including the No Response category but was 29.7% when we exclude the "No Response" Athletes.  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 2020 Athlete Diverse percentage was 21.6% when including the No Response category but 32.8 % when we exclude the "No Response" Athletes.  However, as the third or fourth step in the membership process, we know that we sometimes receive incomplete demographic data, i.e. some athletes may be reporting race/ethnicity, but that information is lost in the various data transfer points. Online Member Registration will improve data quality. | Ne          |

|                                                                                 | As such, USA Swimming looks forward to collecting more accurate, from the source data, with the launch of USA Swimming's online member registration and the SWIMS 3.0 membership database in Q3 2022.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |     |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| . 4. 3% growth of USA Swimming membership through Community Swim Team programs. | Baseline from the Chicago Park District program: 2018 CPD membership: 3372 athletes/99 coaches/1 official 2019 CPD membership: 3160 athletes/102 coaches/1 official 2020 CPD membership: 2473 athletes/82 coaches/10 officials  2020: Due to the COVID-19 pandemic USA Swimming experienced no growth.  2021 Due to the COVID-19 pandemic USA Swimming experienced no growth.  The pilot MOU with LA Recreation and Park was signed in October 2019. A kick-off event and clinic were held on Golden Goggles weekend. Due to the COVID-19 pandemic, the MOU was cut short in March 2020. In that four-month span, LA Recreation and Park was working on team, athlete, and coach membership requirements.  MOUs with both Oakland and Indianapolis made it to draft form in 2020 but due to the COVID-19 pandemic, that also was put on hold.  Community Swim Teams, both existing and prospective, are being revisited for relaunch in 2022, with LA scheduled to begin Spring 2022. | No  |
| 5. Y-T-Y growth of financial investment in Community Impact Grant funding       | Our initial year for Community Impact Grants included \$60,000 in funding to 12 programs, \$10,000 more than projected. In 2021 we will maintain the \$60,000 for renewals of existing grants and award eight additional grants totaling \$40,000 bringing the total to \$100,000.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Yes |

# Safe Sport:

The Safe Sport program continued its efforts to incentivize clubs to achieve Safe Sport Club Recognition through its Keeping Athletes First initiatives. Notably, USA Swimming offered Safe Sport recognized programs the opportunity to win a virtual visit from a National Team athlete or alum. LSCs were given cash and branded items if the percentages of member clubs in its geographic territory met specific benchmarks. While we will not continue to offer club or LSC incentives in 2022, the commitment to assisting clubs in achieving Safe Sport Club Recognition will continue in earnest.

As we continue to move towards online membership and hosting trainings from the U.S. Center for SafeSport on our LMS, our ability to reach more athletes and parents with training opportunities will increase. With more of a dedicated effort of getting clubs Safe Sport Recognized, we have seen tremendous increase in the numbers.

### Inclusion:

USA Swimming continues to make increasing diversity a priority. With the significant decrease in membership as a result of the COVID-19 pandemic, there was a corresponding decrease in diversity percentages tracked by the USOPC Scorecard. However, USA Swimming remained committed to taking concrete actions to increase diversity. Of note, we added the first DEI Program Director in April 2021. Secondly, with the virtual opportunities available, educational offerings continued highlighting DEI at the Zone Workshop and LSC Mighty workshop which an increased presence among individual teams, coaching staffs and with LSC DEI Chairs and Committees. Thirdly, the DEI Council and Team BLAC met regularly and provided counsel to USA Swimming staff and mentorship opportunities to USA Swimming athletes. USA Swimming is committed to continuing our efforts to improve inclusion and increase diversity and will continue to make this a priority in 2022 and beyond.

I report PARTIAL ACHIEVEMENT.

POLICY PROVISION C.ii.: "Educational opportunities support and engage non-athlete volunteers (e.g., parents, team leaders and officials)"

CEO'S VISION OF SUCCESS: (Changes are italicized)

Clubs look to USA Swimming for resources and tools to grow/assist the participation of volunteers who are knowledgeable and supportive.

### 2020 Key Performance Indicators:

- 1. Update Club Leadership & Business Management School curriculum and achieve Y-T-Y growth in nonprofit club attendance and NPS.
- 2. Provide Safe Sport education resource to all households and provide Safe Sport training education to 10% of registered households.
- 3. 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 LSCs to use.

| 2021 Key Performance Indicators                                                                                                                                                                                                                                                    | Results                                                                                                                                                                                                                                                                                                                                   | Achievement |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. Update Club Leadership & Business Management School curriculum and achieve Y-T-Y growth in nonprofit club attendance and 10% NPS growth.                                                                                                                                        | Club Leadership and Business Management<br>School 201 course was updated and provided<br>quarterly through virtual delivery.                                                                                                                                                                                                              | Yes         |
| Provide Safe Sport education     resource to all households and     provide Safe Sport training     education to 10% of registered     households.                                                                                                                                 | In 2021, 100% of registered athlete households received a Safe Sport Family Resource Guide provided by mail. 3.7% of registered athlete households participated in a Safe Sport training offering.                                                                                                                                        | Partial     |
| 3. 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 LSCs to use. | Identifying and creating a plan to elevate consistency of standards for officials among LSCs remains a priority and is currently in development. Unfortunately, COVID-19 has delayed this process and therefore the program is not at the development stage initially anticipated. Additional color on work being done is provided below. | Partial     |

As noted above, attendance at quarterly CLBMS virtual offerings averaged 30 participants per virtual offering. The new team application process requires a new team to participate in the CLBMS 201 course in order to register for its second year as a USA Swimming member team. In 2020, Team Services began encouraging new teams to have their entire board attend in an effort to ensure better team board performance. Anecdotally, 2021 did see an increase in full team board participation in the four virtual offering and will continue to build on this momentum.

Safe Sport was thrilled to be able to produce the Family Resource Guide distributed to all athlete registered households as supported by the Board's Keeping Athletes First initiative. This resource will be distributed in an electronic format going forward commensurate with online member registration and parent opt-out Safe Sport education upon registration.

Staff leadership of the Officials Committee will shift to Sport Development in 2022. A primary initiative for the Official Committee will be to develop a national standardized officials' certification and discipline criteria.

I report PARTIAL ACHIEVEMENT.

# POLICY 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. Identify a future facilities services solution.
- 2. Improve means to populate and track member club and lesson provider facilities.
- 3. Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place to be developed)

#### REPORT:

| Ke | ey Performance Indicators                                                                                                                                  | 2021 Results                                                                                                                                                                                                    | Achievement |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. | Identify a future facilities services solution                                                                                                             | Given the significant challenges faced by facility operators and our clubs through COVID we have extended our current facility solution with Total Aquatic Programming ("TAP, LLC") through December, 31, 2022. | Yes         |
| 2. | Improve means to populate and track member club and lesson provider facilities.                                                                            | This will be achieved with the launch of online member registration and SWIMS 3.0 in Q3 2022.                                                                                                                   | Partial     |
| 3. | Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place – to be developed) | TAP, LLC, our facility solution partner, responds effectively and timely.                                                                                                                                       | Partial     |

Through the digital transformation and SWIMS 3.0 project, clubs and lesson providers will be tasked with maintaining the data quality of facilities' data. During an online club registration process, all clubs will be asked to verify/update/add any changes to facilities to ensure facility data is as accurate as possible. Similarly, lesson providers will also have an online form and access to SWIMS in order to maintain pre-competitive program facilities' information. I therefore report **PARTIAL ACHIEVEMENT.** 

# POLICY PROVISION D: "LSCs have and use resources and services to support the development and achievement of athletes, coaches and clubs."

**CEO'S VISION OF SUCCESS:** (Changes are italicized)

LSCs consistently meet high standards in provision of education, opportunities, funding, and support for their members.

# **Key Performance Indicators**:

- 1. Achieve full compliance with newly launched LEAP program.
- 2. Fulfill policy 3.10 ("Relationships with LSCs") by maintaining full compliance with and renewal of the LSC Affiliation Agreement by Q1 2022.
- 3. Maintain full LSC participation in USA Swimming meetings and workshops.
- 4. Develop and release LSC shared services framework.
- 5. Growth in % of LSCs whose leadership participates in DEI education at least every two years.

| Key Pe | rformance Indicators                                                                                                                                           | 2021 Results                                                                                                                                                                                                                                                                                                                                                                                                                                      | Achievement |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1.     | Achieve full compliance with newly launched LEAP program.                                                                                                      | Of the 30 LSCs required to complete the new LEAP program in 2021, 28 are complete and the remaining two are on track to complete the requirements by December 31, 2021.                                                                                                                                                                                                                                                                           | Yes         |
| 2.     | Fulfill policy 3.10<br>("Relationships with<br>LSCs") by maintaining<br>full compliance with and<br>renewal of the LSC<br>Affiliation Agreement by<br>Q1 2022. | USA Swimming has addresed issues of noncompliance with certain LSCs and has reported such issues to the Board of Directors. All LSCs received the 2022-2023 LSC Afiliation Agreement. To date, 22 have executed the agreement and USA Swimming anticipates receiving the remaining signed agreements by Q1 2022.                                                                                                                                  | Yes         |
| 3.     | Maintain full LSC participation in USA Swimming meetings and workshops.                                                                                        | 100% of LSCs have attended at least one leadership training offering in 2021, broken down as follows: LSC Leaders Calls 76%, Zone Workshop 93.2%, Mighty General Chair/Diversity, Equity and Inclusion/ Governance Leadership Workshop 91.5%.                                                                                                                                                                                                     | Partial     |
| 4.     | Develop and release<br>LSC shared services<br>framework.                                                                                                       | The LSC Development Committee has explored opportunities and barriers to LSC shared services through several group, individual and formal LSC meetings. To date, the shared services framework includes volunteer members serving as subject matter expert contacts for each of the following areas: administrative services, competitive events, non-competitive events, meets, LSC position network/mentor groups and opern water competitions. | Partial     |
| 5.     | Growth in % of LSCs whose leadership participates in DEI education at least every two years.                                                                   | USA Swimming's DEI staff began offering LSC DEI trainings in Q3 2021 and looks to offer bi-weekly LSC DEI trainings in 2022. In 2021, LSCs received DEI training through attending sessions offered at one of the following: Zone Workshop, Mighty General Chair/Diversity, Equity and Inclusion/ Governance Leadership Workshop or an indvidualized LSC training.                                                                                | Yes         |

USA Swimming staff has consistently been committed to providing excellent resources and support for LSCs. USA Swimming has put forth considerable efforts and resources into supporting LSCs in 2021. First, with the implementation of the LSC Affiliate Agreement, USA Swimming formalized its expectations of LSCs as well as the benefits provided to LSCs. As the year progressed, USA Swimming increased its direct communication with LSCs through its LSC Leaders calls and LSC Poolside Chats. Further, USA Swimming continues to support LSCs through the LEAP program, LSC governance services, LSC consulting and individual assistance and the LSC Mighty Summits.

LSCs vary greatly in terms of membership numbers, financial resources, and volunteer commitment to success. Some LSCs readily adopt leading practices and consistently advance their level of service to their members while others do not, which are generally the smaller, lower resourced LSCs. USA Swimming is committed to supporting all LSCs to ensure that the vision of success is achieved. These efforts will be further advanced through the use of shared services amongst LSCs.

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. With the LSC Affiliate Agreements in place, 2021 will focus on ensuring LSCs comply with the financial management reporting requirements of the Agreement. Furthermore, ensuring that the LSCs meet the reporting requirements will be vital in terms of having demographic and other important data that will guide program innovation and effectiveness. USA Swimming released an enhanced LSC Affiliation Agreement to LSCs in Q3 2021. The staff will continue its work on moving towards a shared services model with the LSCs and will also ensure a remediation plan is in place for those that fail to meet the expectations of the LEAP program and/or the Affiliation Agreement.

I therefore report **ACHIEVEMENT**.

# **Performance Monitoring Report**

TO: USA Swimming Board of DirectorsFR: Tim Hinchey, Chief Executive Officer

RE: Internal Report – Ends

Annual Monitoring on Policy 1.3: Public Engagement with Swimming

DA: November 29, 2021

I hereby present the monitoring report on the Board's Ends policy 1.3 "Public Engagement with Swimming," in accordance with the monitoring schedule set forth in Board policy. The information contained in this report is true for the year ended November 23, 2021.

Signed <u>Haffurf</u>, President & CEO

BROADEST PROVISION: There is growth in swimming participation and interest.

CEO'S VISION OF SUCCESS: (No change 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.

### PROVISION A: Water safety awareness and swimming skills save lives.

**CEO'S INTERPRETATION:** (No change since last report)

Our highest awareness priority is all Americans have the opportunity to learn how to swim – developing safety skills in, on, and around water.

Our highest drowning reduction priority is youth 19 & under, diverse and under-served communities.

# **Key Performance Indicators:**

- 1. Annual reduction in drownings
- 2. Priority for reduction age 19 and under
- 3. Increase annual swim lesson enrollment in Swim Lesson Provider Network programs by 135,000/year, based on 152 new provider programs each year, with each averaging service to 900 children. (Note: with this growth target, Foundation previously set goal of 2.5 million lessons annually by 2028. With exceptional growth last year, these targets will be revisited as part of the Foundation Board restructuring.)

# REPORT:

|    | Key<br>erformance<br>ndicators                                                                 | 2021 Results                                                                                                                     |                                                                                                                      |                                                                                    |                                                                                                   |                                                                                                | Achievement                                               |           |
|----|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------|
| 1. | Annual reduction in drownings (assessed using CDC data)                                        | CDC DATA  Drowning Deaths  – All ages  Highest rate  Second highest rate  *2019 data is new sin **Child death rates, a           |                                                                                                                      | 273 /v                                                                             |                                                                                                   | Children Age 55                                                                                | 019*<br>.532<br>4 & under:<br>434<br>5-59: 344            | Partial** |
| 2. | Priority for<br>reduction –<br>age 19 and<br>under<br>(assessed<br>using CDC<br>data)          | CDC DATA Drowning Deaths –  *2019 data is new sin                                                                                |                                                                                                                      | <b>2017</b><br>913<br>No 2020 CD0                                                  | <b>2018</b><br>896<br>C data yet availa                                                           | <b>2019*</b><br>925<br>able                                                                    |                                                           | No        |
| 3. | Increase<br>annual<br>swim<br>lesson<br>enrollment<br>in Swim<br>Lesson<br>Provider<br>Network | *2020 & 2021 data we to reports based sole End of Year Grant Rethe current network. Sregistration process. heads registered) acr | as impacted by<br>ly on application<br>eports which doe<br>SWIMS 3.0 will a<br>Total enrollment<br>oss all providers | ns of new Net<br>es not provide<br>allow for anno<br>t data was no<br>s; we update | twork participan<br>e a full scope of<br>ual data submis<br>of previously col<br>d the question t | ts, Grant applic<br>service for the<br>sions as part o<br>nsistent (unique<br>o "unique" chilo | cants, and<br>entirety of<br>f an annual<br>e children vs | NA        |

<u>Drowning Reductions</u>: With recognition that we cannot directly control drowning reductions, but aim to have long-term demonstrable impact, we observe data that is relatively stable. While the number of overall drowning deaths has increased, as has the number of drowning deaths in the second highest category, there has been a slight reduction in the number of drowning deaths in the category of children 4 and under.

As with all of our efforts post-COVID, we will work through our clubs and partners to create solutions at the grassroots level. Learn-to-swim programs through our clubs serve the dual purpose of reducing drownings and creating future opportunities in aquatic-based sports including swimming.

I therefore report PARTIAL ACHIEVEMENT.

# PROVISION B: Swimming is recognized as a "Sport for Life" for all.

**CEO'S INTERPRETATION:** (No change since last report)

Swimming is widely viewed as both an essential life skill and a lifelong sport, a "cradle to grave" ability that also opens doors to other benefits e.g. competitive, health/fitness, family time, etc.

Our highest priority to address "essential life skill" is swimming introduction at early age. "For all" is further defined in Ends provision 1.3.C.

Longer term priority: Convert Learn-to-Swim graduates to USA Swimming programs (e.g., Flex or Premium membership)

# **Key Performance Indicators:**

- 1. Swim Lesson Provider Network annual growth 152 partners/year
- 2. Sports & Fitness Industry Association's (SFIA) annual "aspiration" research data (which looks at all age groups' desire, or aspiration, to get involved in swimming activity) shows aggregate Y-T-Y elevation of combined ranking of fitness/team swimming among 6–12-year-olds.

#### REPORT:

| Key Performance<br>Indicators                                                                                                                                             | 2021 Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                    |                                 |   |                                       | Achievement |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------|---|---------------------------------------|-------------|----|
| Year-to-year growth in the Swim Lesson Provider Network                                                                                                                   | Swim Lesson Provider Network 2018 2019 2020 2021  New Providers Added 192 113 352 181  Total # of Active/ Reporting Providers 581 525 594 99*  *Annual reporting is currently based solely on applications of new Network participants, Grant applicants, and End of Year Grant Reports which does not provide a full scope of service for the entirety of the current network. SWIMS 3.0 will allow for annual data submissions as part of an annual registration process. Additionally, 2021 End of Year Grant Reports are still pending with a due date of 12/17/2021. |                                    |                                 |   |                                       | Partial     |    |
| 2. Growth in "aspiration" to participate in Swimming for Fitness and Swimming on a Team from individuals not currently involved in swimming, (according to SFIA research) | ASPIRE to participate  Ages 6-12 Swimming for Fitness  Ages 6-12 Swimming on a Team  Ages 13-17                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2018<br>ank #7<br>ank #9<br>ank #3 | 2019  Rank #8  Rank #9  Rank #8 | ı | 2020<br>Rank #8<br>Rank #9<br>Rank #9 |             | No |

#### Swim Lesson Provider Network:

In the Fall of 2019 the online reporting portal was taken offline as the Foundation began to build out new IT platforms. Since that time enrollment reports have not been required separate from a provider's initial Network application and any grant application submissions and reports. Therefore, the observed significant decrease in the data does not indicate a significant decrease in active providers. Moving forward, as USA Swimming looks towards membership opportunities for learn-to-swim providers, annual enrollment data will be collected as part of the annual registration process. SWIMS 3.0 is being constructed to provide the necessary data points and annual registration requirements to allow for a more comprehensive collection of information and back-end reporting in future years.

In spite of the pandemic, the impact it has had on swim lesson providers across the country and very little marketing within the industry, USA Swimming and the USA Swimming Foundation continue to see growth and engagement in the swim lesson provider network. Based on continued year-to-year growth in the swim lesson provider network, and due to the continued impact of COVID-19 in 2021, I report **PARTIAL ACHIEVEMENT.** 

# PROVISION C: Swimming achieves sustained growth in participation at all levels.

**CEO'S INTERPRETATION**: (No change since last report)

Growth in participation is interpreted to emphasize all levels nationally. Participants in swim schools, recreational swimming, etc. will engage on a continuum that will convert into membership growth.

# **Key Performance Indicators:**

- 1. Sports and Fitness Industry Association (SFIA) data shows average annual growth (AAG) in age 6-17 team swimming participation.
- 2. SFIA data shows AAG in age 6-17 core (> 50x per year) team swimming participation.
- 3. SFIA data shows year-to-year growth age 6-12 (both overall and core) team swimming participation.
- 4. USA Swimming athlete membership to finish with Y-T-Y growth. (Updated KPI as of April 2020)

| Key Performance<br>Indicators    |                                                                                                                                                                                                                                                               | Achievement                                                                                                    |                                                                                                                                                             |                                                                                      |    |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----|
|                                  | SFIA DATA:<br>Swimmers/Team<br>Participation                                                                                                                                                                                                                  | 2018<br>Data<br>(2019<br>Report)                                                                               | 2019 Data<br>(2020<br>Report)                                                                                                                               | 2020<br>Data<br>(2021<br>Report)                                                     |    |
|                                  | Ages 6-17 3-year growth                                                                                                                                                                                                                                       | +3.7%                                                                                                          | +1.1%                                                                                                                                                       | -1.83%                                                                               |    |
|                                  | Ages 6-17:<br>5-year growth                                                                                                                                                                                                                                   | +2.8%                                                                                                          | +2.6%                                                                                                                                                       | -0.65%                                                                               |    |
|                                  | Ages 6-12:<br>3-year growth                                                                                                                                                                                                                                   | +5.2%                                                                                                          | +0.1%                                                                                                                                                       | -2.3%                                                                                |    |
|                                  | Ages 6-12:<br>5-year growth                                                                                                                                                                                                                                   | +2.2%                                                                                                          | +1.27%                                                                                                                                                      | +0.1%                                                                                |    |
| SFIA data shows average annual   | Ages 13-17:<br>3-year growth                                                                                                                                                                                                                                  | +2.52%                                                                                                         | +2.0%                                                                                                                                                       | +1.4%                                                                                |    |
| growth (AAG) in<br>Swimmers on a | Ages 13-17:<br>5-year growth                                                                                                                                                                                                                                  | +3.5%                                                                                                          | +3.6%                                                                                                                                                       | -1.2%                                                                                | No |
| Team participation for ages 6-17 | Previous year<br>growth (Ages 6-17)                                                                                                                                                                                                                           | +8.9%                                                                                                          | -7.5%                                                                                                                                                       | -6.9%                                                                                |    |
|                                  | The Annual SFIA Swin include Average Annual groups. Therefore, the result of internal calcul.  By looking back at hist calculate the 3-year AA and the 5-year AAG for lower than the 1.1% are the Swimmers on a Teyear decrease of 6.9% decrease of 7.5% reco | al Growth (AA historical AA ations.  orical SFIA read for ages 6 ages 6-17 and 2.6% calculations, a slight imp | AG) Rates for sp<br>G Rates reporte<br>eports (through 2<br>-17 for this year<br>s –0.65%. Thes<br>lated for last ye<br>tion for ages 6-1<br>rovement compa | ecific age d above are the 2014), we can as –1.83%% e are slightly ar. 7 showed a 1- |    |

|                                        |                                                            | SFIA DATA: Swimming on a Team Participation Core (>50X/year)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | (2019        | 018<br>Report)                        | (2020        | 2019<br>Report)                       | (2      | 2020<br>2021 Report)               |    |
|----------------------------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------|--------------|---------------------------------------|---------|------------------------------------|----|
|                                        | SFIA data shows average annual                             | Team Swimmers<br>6-17: <b>CORE -</b> 3-<br>year growth                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -1           | .9%                                   | -            | 3.4%                                  |         | -8.89%                             |    |
| 2.                                     |                                                            | Team Swimmers<br>6-17: <b>CORE</b> – 5-<br>year growth                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -1           | .3%                                   |              | 3.3%                                  |         | -6.6%                              |    |
|                                        | growth (AAG) in core (> 50x per                            | Previous year growth                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              | 7-2018<br>.5%                         |              | 18-2019<br>6.2%                       |         | 2019-2020<br>-20.9%                | No |
|                                        | year) Swimmers on<br>a Team participation<br>for ages 6-17 | The Annual SFIA Swimming on a Team Participation report does not include Average Annual Growth (AAG) Rates for specific age groups. Therefore, the historical AAG Rates reported above are the result of internal calculations.  By looking back at historical SFIA reports (through 2014), we can calculate the 3-year AAG for Core participation ages 6-17 for this year as -8.9% and the 5-year AAG for ages 6-17 as -6.6%. These are significantly worse than the -3.4% and -3.3% calculated for last year.  The Swimmers on a Team Core participation for ages 6-17 showed a 1-year decrease of 20.9%, significantly worse than the calculated decrease last year of -6.2% |              |                                       |              |                                       |         |                                    |    |
| 3.                                     | SFIA data shows                                            | SFIA DATA<br>Swimming on a<br>Participation T<br>(Both overall and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Team<br>otal | 20 <sup>2</sup><br>(2019 r<br>on 2018 | eport        | 20 <sup>2</sup><br>(2020 i<br>on 2019 | report  | 2020<br>(2021 repor<br>on 2020 dat |    |
|                                        | year-to-year growth<br>in age 6-12 (both                   | Ages 6-12 – To<br>Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              | 802,0                                 | 000          | 737,0                                 | 000     | 686'00                             | No |
|                                        | overall and core) team swimming                            | Ages 6-12 – Co<br>Participants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              | 417,                                  | 000          | 389,0                                 | 000     | 285'00                             |    |
|                                        | participation                                              | Participation rate by<br>Total *                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |              | 2.7                                   | %            | 2.69                                  | %       | 2.5%                               |    |
|                                        |                                                            | Participation rate by group – Core *                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              | 1.4                                   | 1.4% 1.3%    |                                       | %       | 1.0%                               |    |
| *% of total U.S. population age 6-12 w |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                                       |              | articipants                           | S       |                                    |    |
|                                        |                                                            | Athlete Members 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 3/31/16      | 8/31/17                               | 8/31/18      | 8/31/19                               | 8/31/20 | 8/31/21                            |    |
|                                        | 4. Y-T-Y Growth in Athlete Membership                      | ruli yeai                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              | 343,850                               |              |                                       |         |                                    | No |
|                                        |                                                            | Flex Total* 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 0<br>863,141 | 0<br>383,431                          | 0<br>374,672 | 25,175<br>374,549                     |         | 44,254<br>3 298,769                |    |
|                                        |                                                            | * Includes Premi<br>Atı                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |              | , Open Wasonal and                    | _            |                                       |         | Outreach,                          |    |

# **Growth in Swimming Participation:**

As indicated in previous years, the decline in growth of swimming participation mirrors the decline in overall youth sport participation. Prior to COVID we were on track to have a successful 2020 membership year, but with COVID restrictions both 2020 and 2021 were negative membership years. The high level of retention among our 13 and over athletes in good years masked zero growth in 10 and under membership, exacerbated by COVID.

### USA Swimming Athlete Membership:

It is time to accept that we need new approaches, greater flexibility, and marketing/team support engage families with young children to address our decline in 12-and-under membership. This will require USA Swimming Committees, the Board of Directors, House of Delegates, and Staff to work in concert to create new tools for LSCs and Clubs to use to create family friendly competitive events and associated marketing tools.

I therefore report NO ACHIEVEMENT.

PROVISION C.i: Priority: Growth in participation in all cultures, ages, genders, economic backgrounds, and levels of ability.

CEO'S INTERPRETATION: (No change since last report)

Swimming participation reflects society from a demographic standpoint. Shorter term priorities are demographic targets identified in the USOPC Diversity Study, with primary focus on ages 6-12, then 13-17.

<u>Key Performance Indicator</u>: Year-to-year growth of the multi-cultural component of USA Swimming's membership (internal demographic guide).

#### **REPORT:**

| Key Performance<br>Indicators |                                                         |                                                       | Achievement             |                         |                         |                         |    |
|-------------------------------|---------------------------------------------------------|-------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----|
| 1.                            | Year-to-year growth of the multi-cultural component of  |                                                       | As of<br>August<br>2017 | As of<br>August<br>2018 | As of<br>August<br>2019 | As of<br>August<br>2020 | No |
|                               | USA Swimming's membership (internal demographic guide). | Multi-cultural<br>component of<br>USA-S<br>membership | 18.61%                  | 18.79%                  | 21.7%                   | 21.69%                  | NO |

During the year of 2020 we saw a .01% decrease in multicultural members. While our aim is to see sustained growth in this statistic, the National Institute of Health reports that COVID-19 disproportionally affected multicultural communities. It is important to note that at 21.69% we have surpassed the USOPC's diversity benchmark (19.7%) for diverse athlete participation. While we will report "No Achievement," in the context of COVID, we regressed less than expected given the NIH reports.

Over the past few years, we have taken concerted efforts to further diversify the sport. These concerted efforts include the development of Community Swim Teams, Community Impact Grants, partnerships (Black History Meet and Diversity in Aquatics), and DEI Education. We will continue to expand partnerships and investment in multi-cultural growth.

I therefore report NO ACHIEVEMENT.

# PROVISION D: There is growth in audience engagement.

CEO'S INTERPRETATION: (No change since last report)

Growth of swimming audience engagement through attending swimming events and an array of platforms (reading, listening, viewing). A key strategy and impact towards this will be showcasing swimming stars and events.

### Key Performance Indicators:

- 1. TV/Digital Viewership: Annual growth in Digital Swimming Index (DSI), which is an internal measure that aggregates total engagement (e.g., followers and users) with USA Swimming digital and media properties (e.g., website visitors, webcast viewers, social media followers, email subscribers and Deck Pass accounts) in combined indexes.
- 2. Event attendance at USA-S events (e.g., TYR Pro Swim Series, Nationals and Winter Nationals): Finals attendance as a percentage of venue capacity (aggregate per event).
  - a. Targets: Trials and Nationals 90%; TYR Pro Swim Series 80%.

| Key Performance<br>Indicators                                                                                                                                                                     |                                     | Achievement |               |               |           |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------|---------------|---------------|-----------|----|
|                                                                                                                                                                                                   |                                     | 2017        | 2018          | 2019          | 2020      |    |
|                                                                                                                                                                                                   | DSI -<br>Individuals                | 5.3M        | 4.6M          | 5.1M          | 4.7M      |    |
|                                                                                                                                                                                                   | .org unique visitors                | 3,168,011   | 2,243,083     | 2,459,550     | 1,986,652 |    |
| TV/Digital Viewership:     Annual growth in Digital                                                                                                                                               | Social<br>Media<br>followers        | 1,246,810   | 1,321,56<br>8 | 1,413,92<br>4 | 1,467,205 |    |
| Swimming Index (DSI), which is an internal measure that aggregates total engagement                                                                                                               | Unique<br>Email<br>subscriber<br>s  | 340,000     | 408,441       | 500,000       | 475,000   |    |
| (e.g., followers and users) with USA Swimming digital & media properties (e.g.,                                                                                                                   | Total Deck<br>Pass<br>Accounts      | 611,331     | 648,424       | 715,687       | 731,292   | No |
| website visitors, webcast                                                                                                                                                                         |                                     |             |               |               |           | 7  |
| viewers, social media followers, email subscribers                                                                                                                                                |                                     | 2017        | 2018          | 2019          | 2020      | -  |
| and Deck Pass accounts) in                                                                                                                                                                        | DSI -<br>Interactions               | 9.4M        | 9.6M          | 11.6M         | 4.6M      |    |
| combined indexes.                                                                                                                                                                                 | org unique sessions                 | 4,490,844   | 4,989,870     | 5,754,278     | 3,862,480 |    |
| *Broadcast numbers provided<br>by NBC are only for broadcasts<br>in which USA Swimming<br>sponsors have inventory. We do<br>not have viewership statistics for<br>all sessions that are broadcast | Deck Pass<br>live views             | 331,161     | 327,849       | 243,853       | 34,965    |    |
|                                                                                                                                                                                                   | Competition<br>Live Stream<br>Views | N/A         | 275,036       | 248,167       | 118,012   |    |
|                                                                                                                                                                                                   | Total HH<br>Broadcast<br>views *    | 4,601,000   | 3,959,000     | 5,373,000     | 611,000   |    |

|                              |                                        | Total<br>Tickets<br>Sold | Tickets Sold -<br>Finals<br>Session Avg. | Capacity | % of<br>Capacity<br>Sold |
|------------------------------|----------------------------------------|--------------------------|------------------------------------------|----------|--------------------------|
|                              | 2019 TPSS -<br>2 day /<br>weekend view |                          |                                          |          |                          |
|                              | Knoxville                              | 1,207                    | 516                                      | 1,000    | 51.6%                    |
|                              | Des Moines                             | 2,374                    | 826                                      | 800      | 103.3%                   |
|                              | Richmond                               | 1,266                    | 344                                      | 700      | 49.1%                    |
|                              | Bloomington                            | 940                      | 373                                      | 700      | 53.2%                    |
|                              | Clovis                                 | 368                      | 188                                      | 800      | 23.5%                    |
|                              | TPSS Total                             |                          | 449                                      |          | 56.1%                    |
|                              |                                        |                          |                                          |          |                          |
| Growth in attendance as % of | Phillips 66<br>Nationals               | 5902                     | 1180                                     | 1192     | 99%                      |
| venue capacity               | Toyota US<br>Open                      | 3,225                    | 806                                      | 1950     | 41.30%                   |
|                              |                                        | Total<br>Tickets Sold    | Tickets Sold -<br>Finals Session<br>Avg. | Capacity | % of<br>Capacity<br>Sold |
|                              | 2020 TPSS -<br>2 day /<br>weekend view |                          |                                          |          |                          |
|                              | Greensboro                             | 1113                     | 535                                      | 1000     | 54%                      |
|                              | Knoxville                              | 1092                     | 672                                      | 1000     | 67%                      |
|                              | Des Moines                             | 1946                     | 645                                      | 800      | 81%                      |
|                              | TPSS AVG                               |                          | 618                                      | 933      | 66%                      |
|                              |                                        |                          |                                          |          |                          |
|                              | Phillips 66<br>Nationals               | N/A                      | N/A                                      | N/A      | N/A                      |
|                              | Toyota US<br>Open                      | N/A                      | N/A                                      | N/A      | N/A                      |

#### **REPORT:**

<u>Digital Swimming Index</u>: In 2018, USA Swimming developed and introduced these aggregate measures of total engagement with our digital and media properties.

While we continued to see growth in social media followers and total Deck Pass accounts, a lack of events and associated news/results, created a reduction in website visitors. Total email subscribers were also reduced as a result of a data cleansing effort, removing inactive emails. The lack of events hit DSI interactions particularly hard, given how reliant stream views and broadcast views are on events.

Seeing an 8% decrease in the Individuals DSI and a 60% decrease in the Interactions DSI, I therefore report no achievement with regard to digital fan engagement.

### **Event Attendance at USA-S Events:**

**TYR PRO Swim Series** – In 2020, USA Swimming moved the TYR Pro Swim Series to five new host cities. Some of these venues have smaller seating capacities, but there is still great interest in swimming in those communities. Since our last 1.3 Ends report, we received complete data on sales at Richmond and we have returned to Greensboro, Knoxville and Des Moines. The scheduled events in Mission Viejo and Indianapolis were cancelled due to COVID-19.

In the aggregate, attendance at the five 2019 TYR Pro Swim Series events, as a percent of capacity, averaged 66%. Our KPI for the series targets at least 80%.

# Phillips 66 Nationals – N/A - no event in 2020

# Toyota US Open - Non-ticketed event in 2020

Although many ticketed events in 2020 were canceled due to COVID-19, we did see an increase in attendance as a percentage of capacity at our first three TYR Pro Swim Series events. However, we still need to improve that metric at future meets to reach the 80% KPI.

I therefore report **NO 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 29, 2021

I hereby present the monitoring report on the Policy 1.4 "Recognition of USA Swimming" in accordance with the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended November 22, 2021.

Signed Wayne, President & CEO

# BROADEST PROVISION: "USA Swimming is recognized as the "Best in Class" NGB."

CEO'S VISION OF SUCCESS: (No change since previous 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:**

In last year's report, I predicted that 2021 would not only end up posing the same challenges as 2020, but also additional ones; I also shared our commitment to being vigilant and prudent in our preparation for the upcoming year. As anticipated, 2021 was a challenging year, but as promised, we actively and consistently analyzed, projected, and reprioritized to ensure that we were aligned with, and supporting, our stakeholders. I remain immensely proud of how we have navigated uncertainties and responded to difficulties over the course of this pandemic and how we continue to do so. Throughout this year, I believe we have not only demonstrated our commitment to being "best in class" regardless of circumstance, but also that we remain committed to persevering through this adversity and ultimately coming out of this a stronger and overall better organization. Furthermore, and perhaps most importantly, USA Swimming has leveraged its influence, respect, and leadership position to be at the forefront of every effort to serve our membership, our community, and our sport.

If 2020 was about surviving unprecedented global events in an upended world, 2021 was about adapting and thriving in this new normal. An everchanging global and national landscape required us to become more agile than ever before and to be prepared to make difficult and decisive decisions in the face of new information – we had to embrace a willingness to pivot, both on a macro and micro, long-term and short-term level.

A perfect example of this is the 2020 U.S. Olympic Team Trials –Swimming. Following the postponement of the Olympic Trials in 2020, we immediately pivoted to determining the best way to host the event in 2021. In doing so, we were guided by two key principles: keeping our promise to select the best Olympic team and keeping our promise to the athletes who had already worked hard to qualify throughout the Quad. The event is, and should always be, focused on the athletes. We decided to host two separate waves, in order to prioritize the health and safety of the competitors and everyone supporting the meet. Extensive COVID-19 mitigation measures were enacted, not only to keep all attendees healthy but to safely sendoff 53 athletes to camp and the Olympic Games. In consultation and coordination with our medical staff, spectators in the venue were limited to 50% capacity, a drastic change from years past. While Trials has traditionally always been a revenue generator, in 2021, it was a 7-figure investment and loss for the organization, but worth every dollar.

The 2021 Tokyo games occurred as planned and our swimmers were afforded the opportunity to compete as intended. Our athletes earned 30 medals, the most medals of any US sport for the seventh consecutive Olympic Games. We take great pride in these athletes, not only due to their incredible performances and abilities, but also due to the remarkable perseverance, grit, and tenacity they have shown over the past two years in the face of uncertainty. I am incredibly proud of the men and women who proudly wore the American flag on their caps and represented our country and showed the world how we perform at the highest level.

In order to continue to thrive in this new environment, it is important to identify threats faced by the organization and how to proactively mitigate their effects. These threats include increasing insurance costs, decreased 12 & Under Membership rates, and a lack of competitive opportunities. We are proactively addressing these threats with concrete actions and I am confident that our community will overcome these hurdles by working together. As with most organizations over the last 18 months, we further recognized the importance of diversifying our revenues and ensuring the financial success of the organization is not principally based on the size of its membership. Most importantly, higher revenues will equate to increased resources for membership. To accomplish this, our Commercial team is targeting an aggressive partnership sales strategy coupled with the further commercialization of our events and Olympic Trials and the development of an eCommerce & retail platform.

Additionally, USA Swimming, and specifically Chief Commercial Officer, Shana Ferguson, has continued to lead the Aquatics Coalition, a group of more than 20 water safety and competitive water sports organizations. While the Coalition was initially launched in the midst of the COVID-19 pandemic to help guide governments in reopening swimming facilities for instructional aquatics, the focus of the Aquatics Coalition is now shifting to long-term water-safety and water access priorities, which will benefit USA Swimming and our sport in the long run. This Coalition strengthens our relationships with important national aquatic organizations.

As soon as the pandemic began, USA Swimming took concrete and immediate action to support our membership and our athletes. The collaboration between staff, the Board, athletes, and coaches to find solutions to keep the sport of swimming alive, including the financial contributions to members clubs from the USA Swimming Foundation and LSCs, was pivotal in this effort. We have continued to expand and bolster our membership services in 2021, including the following:

- Creation of new and elevated competitive opportunities
- Mental Health Services for athletes and coaches
- Financial wellness education and advising to athletes and coaches (OneAmerica program)
- Access to affordable, high-quality health coverage for coaches
- SwimAssist
- Community Impact Grants
- Risk Management & Insurance
- COVID pandemic services
- Increased Direct Athlete Support
- Club Zoom licenses
- CEO and Local Swimming Committees strategy meetings
- Virtual athlete opportunities
- Membership Marketing Toolkit

Finally, USA Swimming has also continued to work on long term projects to facilitate a best-in-class, athlete focused organization – most importantly, the Keeping Athletes First Initiative, which has remained a priority in 2021. The initiatives will continue through 2021 with the goal of developing a coach education curriculum facilitated through an internal learning management system (LMS), completing online member registration and a larger digital transformation, and to continually maintain a best-in-class Safe Sport staff and program. This \$5 million investment, derived from Board of Directors' designated funds, was a significant contribution to services benefiting athletes and a proud reinvestment in the future of our sport. It continues to underpin USA Swimming's objective to be a leader in proactive communications that ensure a safe environment for all our members.

Technology will continue to play a key role in our evolution, as we further develop our Customer Relations Management (CRM) system, our SWIMS 3.0 application and database, and our website. The groundwork of the CRM architecture is in place and will eventually allow the organization to provide more targeted and relevant communications, better capture fan and donor data, and improve promotional opportunities to grow our sport and showcase our athletes. The much-anticipated SWIMS 3.0 build continues on schedule and the new application will feature enhancements such as state-of the-art member data security, improved member data quality and modernized organizational applications. Last, but certainly not least, the latest version of our website, with its new user-friendly interface, improved search functionality, modernized navigation, and accessibility, and will continue to improve live events coverage.

As we head into 2022 and a new three-year Olympic Quad leading up to Paris, we will continue to be ready to pivot when necessary. We will continue to partner with our community to achieve our shared goals and we will be steadfast in our efforts to grow the sport through 2024 in very targeted areas, such as diversity, equity & inclusion, coach development, technology, revenue, and performance.

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 constitute reasonable achievement of this End.

I therefore report **ACHIEVEMENT** 

# POLICY PROVISION A: "Members recognize the value and impacts of USA Swimming on their lives." CEO'S VISION OF SUCCESS: (No change since previous report)

Members experience the benefits of a sport for life, and the important life lessons that come from team participation.

### 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)

| 2021 Key Performance Indicators               | 2021 Results                                                 | Achievement |
|-----------------------------------------------|--------------------------------------------------------------|-------------|
| Y-T-Y increases in membership retention rates | 2018 - 69.8%<br>2019 - 71.1%<br>2020 - 66.4%<br>2021 - 67.2% | Yes         |
| Y-T-Y growth of Net Promoter Score Survey     | CRM has not fully launched.                                  | NA          |

<sup>\*</sup>The Net Promoter Score Survey requires completion of the CRM project, which remains underway with expected implementation for 2020-21 membership year.

While retention rates increased slightly in 2021, retention is calculated based on year over year renewals. Because of that, the 67.2% number is slightly misleading, because retention in 2021 is compared to a lower than ordinary membership base in 2020, due to the impact of COVID-19. The 2021 season ended with just over 233K Premium members, 44K Flex members and 15K Seasonal members. Overall, membership totals and revenue exceeded pessimistic projections for the 2021 season.

The Flex membership category continues to create financial challenges for our organization. Flex was designed to serve as a one-time entry level membership with those memberships converting to Premium in subsequent years. However, in 2019, 32.1% of Flex memberships were downgrades from Premium or Flex renewals and in 2020 that number rose to 43.3%. In 2021, that number rose again to 46%.

As addressed last year, we continue to work on our value proposition for our members. Our goal is to foster a strong, direct relationship with our members, as opposed to interacting with them solely through our clubs. One of our Keeping Athlete First Initiatives is building Online Member Registration, which will give us direct access to members and allow us to frow our relationship with and affinity for USA Swimming. With the complete launch of CRM, combined with Online Membership and upgrades to SWIMS we will also have the ability to provide direct education to parents and athletes, most importantly Safe Sport, but also Long-term Athlete Development, Nutrition, and other key education and training opportunities.

Based on slightly misleading increased retention rates I report PARTIAL ACHIEVEMENT.

# POLICY PROVISION B: "USA Swimming is recognized as a leader in Safe Sport."

**CEO'S INTERPRETATION:** (No change since previous report)

We have a culture of proactivity in addressing Safe Sport, including survivor engagement, effective partnering with subject matter experts and weaving Safe Sport into the fabric of the organization to define USA Swimming's posture with regard to athlete protection.

### **Key Performance Indicators:**

- All facets of Safe Sport program are, over a continuum of communications, 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.

| 2021 K | Yey Performance Indicators                                                                              | 2021 Results                                                                                                                                                                                                                               | Achievement |
|--------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1.     | All facets of Safe Sport program are, over a continuum of communications, conveyed to USA-S membership. | See below                                                                                                                                                                                                                                  | Yes         |
| 2.     | Provide resources and education to the parents and legal guardians of minor athlete members.            | See below                                                                                                                                                                                                                                  | Yes         |
| 3.     | Continued utilization of SwimAssist                                                                     | 2018 – \$25,958.29 provided to 15 individuals.<br>2019 – \$132,660.98 provided to 27 individuals.<br>2020 - \$103,986.51 provided to 23 individuals (as of 10/31/2020).<br>2021 - \$41,411.27 provided to 14 individuals (as of 11/21/21). | Yes         |
| 4.     | Maintain average response time to complaints of six weeks or less.                                      | 2018 – 14 weeks<br>2019 – 4.6 weeks<br>2020 – 2.8 weeks<br>2021 – 5.29 weeks                                                                                                                                                               | Yes         |

In 2021, the Safe Sport staff enhanced the Minor Athlete Abuse Prevention Policy, the Personal Assistant Policy, and the Athlete Protection Training Requirement – Adult Athletes with Cognitive Disabilities, all due to requirements put in place by the U.S. Center for SafeSport. Additionally, USA Swimming is re-integrating its Volunteer Screening and Selection Policy into the Operating Policy Manual. As in 2019, USA Swimming not only incorporates all mandatory components of U.S. Center for SafeSport required policies but also, where appropriate, requires more of its members.

As of November 19, 2021, 23,957 athletes received Safe Sport education and training in 2021. This includes 13,755 athletes that completed the Athlete Protection Training on the LEARN platform, 1,077 athletes trained by the Safe Sport staff, and 9,125 minor athletes who completed additional Safe Sport courses on the LEARN platforms.

Communicating with our membership about Safe Sport is incredibly important. The Sport Development Communications Coordinator created Safe Sport communications for members and the public. This individual works everyday with the Safe Sport staff to have the most up to date information about cases and projects to be best positioned to create communication to membership. The Sport Development Communications Coordinator works closely with the Communications team to expand its reach to the membership utilizing a spectrum of resources including all-member communications, social media posts containing custom-graphics, a unique website, educational documents, mini-webinars, in-person trainings and member newsletters. As a part of the Keeping Athletes First initiative, the Safe Sport staff created and distributed a USA Swimming Safe Sport Family Resource guide which was distributed to all 2020 and 2021 registered athlete households. In total, this resource reached 323,074 households.

The SwimAssist fund continues to be offered and used by survivors of abuse. To date in 2021, \$41,411.27 has been provided to survivors of sexual, physical, emotional abuse or bullying. The Safe Sport staff continues the practice of offering SwimAssist to each reported case of sexual, physical, or emotional abuse in swimming. Survivors that utilize SwimAssist continue to express gratitude for the resource and treatment providers express their appreciation for the program and its offerings. USA Swimming has also provided its SwimAssist model to outside organizations looking to create a similar survivor assistance fund.

The staff remains fully committed to improving our service to the membership through decreased case response time. Decreased case response time, while not jeopardizing the integrity of the review, is a critically important component to building trust in the process with survivors and reporting parties. In January 2021, the Safe Sport team's case manager left the organization. As a result, case response time in 2021 has averaged higher than in 2020 at 5.29 weeks which, while higher than 2020's case response time, remains within the goal of under six weeks. In Q3 2021, USA Swimming re-engaged its former case manager and is committed to providing quality responsiveness to its reporting parties.

In addition to increasing training numbers and decreasing case response time, the Safe Sport Staff has also put a large focus on the Safe Sport Club Recognition program. 197 clubs achieved Safe Sport Club Recognition in 2021. To date, a total of 770 currently registered clubs have achieved Safe Sport Club Recognition. Additionally, another 945 clubs have initiated the process to achieve Recognition. With support from the Keeping Athletes First initiative, over 60% of active clubs are engaged with the Safe Sport Club Recognition program.

While the past year presented many challenges for our entire organization and membership as a whole, the Safe Sport Program has demonstrated continued growth and achievements. I am confident in the way we have responded and committed to future improvements and enhancements.

I therefore report **ACHIEVEMENT**.



TO: Board of Directors FROM: Tim Hinchey III

COPY: Staff & Selected Others

DATE: November 30, 2021

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 Events**

In 2022, in addition to four TYR Pro Swim Series events, Open Water Nationals in Fort Myers, and the April Phillips 66 International Team Trials in Greensboro, we will have five Futures Championships – one additional region/site to meet anticipated demands this summer. There will also be the Phillips 66 National Championships and Speedo Junior Nationals in Irvine.



#### **Short Course World Championships**

We have a small but mighty team getting ready to leave for Abu Dhabi on December 10. There has been some discussion recently around selection. We wanted to share the overarching reason for selecting the team the way we did for 2021. Our participation at SCWC, and all non-Operation Gold competitions, is primarily intended to provide international competition opportunities to athletes who will make an impact at LCM Worlds and the Olympics. We want to swim well there and win as many medals as possible, but the racing experience is our top priority. Our entire system is structured to support our performance at the next Olympics – selecting a team in SCM may improve that SCWC team's performance but the experience is what will help our eventual Olympic team.

In addition to a pool team in Abu Dhabi, we will also be sending a team to compete in the Open Water 10k and relay event. This is a very well attended event and will be highly competitive for our athletes. It will be a great experience as we prepare for the short Paris quad.

That being said, as always, we continue to look for ways to improve and will keep evaluating selection processes for all international competitions. As previously shared, our non-operation gold teams in the Paris quad are expected to be smaller than previous quads, with 18 men and 18 women.

#### **National Junior Team**

Our National Junior team competed this fall in the Berlin and Budapest World Cups. The team gained valuable experience and performed very well. The team set a world junior record in the mixed medley relay – twice! The National Junior Team will have a camp at the Colorado Springs Olympic and Paralympic Training Center (OPTC) in January.

In addition, we have opened the position for Program Director, Junior Team, which is posted on the USA Swimming website under careers.

#### **USOPC Funding**

Every year the National Team Division must request funding for National Team Programs and direct athlete support to the USOPC. Despite a great presentation in early September, the USOPC has cut back on its funding to NGBs and USA Swimming received a 3% reduction in funding. This reduction has been reflected in our 2022 budget.

#### **Phillips 66 International Team Trials**

Given the rescheduled international competition calendar, we are in an unusual situation to have to host an early team trials in 2022. This competition will be the selection meet for the 2022 World Championship Team, the 2022 World University Games Team, and the 2022 World Junior Championship Team. Selection procedures will be posted in early 2022.

#### **COMMERCIAL**

The Commercial Team will be officially welcoming the Events team to its ranks at the end of 2021, with a focus on strategic planning of existing and emerging opportunities at the domestic and international level.

#### **Communications**

In October, we welcomed new hosts to USA Swimming's Kick Set podcast, as Olympian Elizabeth Beisel and Director of Performance Matt Barbini took over the hosting reins. They will continue the monthly discussions with a variety of coaches, athletes and staff members on various topics in the swimming world.

#### **Supporters Club**

The Supporters Club continues its growth with a new integration into US Masters Swimming's USMS+ membership. All USMS+ members are automatically enrolled in the Supporters Club as part of the premium membership and are awarded all the benefits of existing Supports Club members. The partnership with USMS will continue to grow overall membership in the club, while further expanding Foundation solicitation leads into a key demographic. As we continue to explore additional benefits to market the Supporters Club, planning has begun on the club's renewal strategy rolling out this summer.

#### Digital Platforms / Retail - eCommerce

After a soft launch of our new Fan Shop in Summer of 2021, the team has put considerable marketing efforts behind the hard launch of our eCommerce platform with Fanatics just in time for Holiday 2021 with its first multi-wave promotional campaign. The automated functionality of the email campaign has been a key tactic for the overall marketing effort and early results point to over a 400% increase in engagement and sales. The automated campaign extends through the holidays and offers us a valuable tool to continue promotional and marketing efforts during times the office is closed. Results and A/B testing from this campaign will give us valuable insights to develop strategies for future internal and partner campaigns set to launch in early 2022.

#### **Partnerships**

The fourth quarter at the end of a quadrennial is an intense time for the Partnerships Team to ink major renewals, and this 5-year quad is no exception. We firmly believe more time should be spent cultivating existing relationships and ensuring those who have supported USA Swimming feel the benefits and want to continue their affiliation. The remaining partners in the final stretch of signing renewals include arena, Speedo, TYR, Marriott, Xfinity, and Golden Road Brewing. With a shortened quad on the horizon, we are also capitalizing on new potential partners eager to affiliate with the USA Swimming and the USA Swimming Foundation.

#### **USA SWIMMING FOUNDATION DEVELOPMENT**

The USA Swimming Foundation is excited to share that we have added two new members to the Trustee Council in the fourth quarter of 2021.

As of November 22, 2021, the Foundation has raised \$1,870,658.

- Major Gifts & Grants total \$1,296,073 (at end of Q3 2020, total was \$657,828)
- Annual Campaign total \$498,339 (at end of Q3 2020, total was \$158,263)
- Adult Learn-to-swim total \$47,020 this is a new initiative for 2021
- Swim-a-Thon total \$29,226 (2019 total \$358,711)
  - For 2020 and 2021 the 5% fee has been waived, so this nearly \$30,000 raised to date is from clubs still donating despite the removal of the compulsory donation.

#### **BUSINESS AFFAIRS**

#### **Risk Management**

The Risk Management division completed all 2021 coverage renewals earlier this year and continues to finalize remaining renewals for 2022. January 1, 2022 renewals have been the priority with subsequent/midyear renewals on the radar.

As of this update (mid-November), we have bound the following coverages with January 1, 2022 renewal dates: General Liability, including Sexual Abuse and Molestation, Participant Accident, Elite Athlete Health Insurance, Foreign General Liability, Crime (USA-S), Drone, and Workers' Compensation. Remaining January 1 renewals currently being finalized include Commercial Property and Auto. Risk Management anticipates full completion of renewals by yearend.

Midyear renewals will be initiated in late 2021 – early 2022 and include: Crime (LSCs), Cyber/Media Liability Tech Errors & Omissions, Event Medical, Directors & Officers, LSC Directors & Officers, Kidnap & Ransom, Business Travel Accident, and Employed Lawyers.

As communicated to the Board and membership in mid-November, the organization has a new broker and carrier for General Liability and Sexual Abuse and Molestation coverage in 2022. With new partners come new processes and procedures including, but not limited to, reporting claims, requesting insurance certificates, having questions answered, etc. Risk Management worked extensively with the new broker, carrier, Sport Development, Business Affairs, Legal, Communications, and the Board Vice Chair, Fiscal Oversight on a comprehensive plan (including informational packages, electronic forms, website pages, contact resources, background information, member communication, etc.) with the goal of having a smooth, clear, and rationalized transition for membership.

Finally, Risk Management continues to liaise with insurers on all pending claims and litigation.

#### **Human Resources**

USA Swimming continues to follow all COVID-19 safety guidelines in accordance with local, state, and federal safety guidelines. Employees are working in the office four days per week and continue to maintain social distancing and sanitation protocols. Effective October 1, all employees are currently vaccinated per CDC guidelines. The organization has also incorporated the vaccination requirement into its new hire processes. The Director, Human Resources is responsible for receiving documented proof of vaccination and handling all COVID related information as confidentially as practicable.

Human Resources launched the End of Year Performance Review for 2021. The internal Compensation Committee has met throughout the process to review, discuss, and make important compensation decisions.

Since June 2021, USA Swimming has hired the following individuals:

- William Poff, Revenue Accountant
- Kirsten Victor, Assistant, Education & Curriculum
- Ellery Parrish, Intern
- Akshay Luthra, Intern
- Marton Barta, Intern
- Sam Cyliax, Manager, Program Operations
- Tiffany Midkiff, Coordinator, Safe Sport
- Meghan Lowrey, Intern

USA Swimming is currently hiring for the following positions:

- Major Gifts Officer
- Coordinator, Partnership Marketing
- Manager, Team Performance and Business Operations
- Program Director, National Junior Team
- Coordinator, Accounts Payable
- Data Analyst

#### **Information Technology**

Collaboration continues in several areas in support of the Keeping Athletes First and Digital Transformation initiatives. Members of the IT Operations team are testing SWIMS 3.0 application functionality against design specifications, assisting in the development of the Azure Cloud architecture, and implementing security. The discovery phase of the Enterprise Identity and Access Management (Ping Identity) project is complete, and work has begun to implement the technology into SWIMS 3.0 and the Learning Management System (LMS). The project resulted in roadmaps for both multifactor authentication (MFA), and single sign on (SSO) to be available at product launch. Users will be able to switch between public facing USA Swimming applications through one user account without reauthenticating during a continuous session.

Stripe has been selected as the payment card processor to support e-commerce at USA Swimming. Development efforts are underway to implement Stripe into the SWIMS 3.0 and LMS applications.

Work continues improving USA Swimming's Cyber Security program. Recently a Governance, Risk, and Compliance (GRC) tool was selected for deployment. Members of the Legal, Business Affairs, Finance, and IT teams will be able to better collaborate, manage, and share information in those areas, which have increasingly become more important to the Keeping Athletes First initiative. First steps are underway to develop new cyber policies, track USOPC compliance activities, and to perform risk audits.

#### Governance

The organization has continued to work on Governance initiatives, including Bylaw, operational, and policy related efforts, to bring USA Swimming into compliance with federal law and the USOPC Bylaws. Most recently, this has entailed supporting the Audit process by reviewing the USOPC Audit guide, compiling supporting documentation, and drafting necessary changes to various policies.

#### **FINANCE**

#### Audits & Form 990s

Waugh & Goodwin, LLP, our audit and tax firm, completed both 2020 Form 990 tax returns during the third and fourth quarters ahead of the November 15 deadline. They are also scheduled to perform their interim (pre-audit) work for the 2021 financial audit in mid-December 2021 with the year-end audit fieldwork to be completed in March-April 2022 per usual.

#### **Quarter-End Close Process**

The Finance business unit recently finalized the third quarter close for 2021 for both entities. This includes, but is not limited to, ensuring all 2021 balance sheet accounts and transactions are correctly recorded such as cash and cash equivalents, accounts receivable, prepaid expenditures, fixed assets and related depreciation, investment accounts, accounts payable, accrued expenses, net asset accounts, among others. All accounts will be fully reconciled, and all applicable quarter-end journal entries have been made to ensure our general ledger and internal financial statements are final at quarter end.

#### 2021 Projections and 2022 (and beyond) Budgets

Final 2022 Budgets for both entities will be presented for respective Board approval at the December 2021 Board meetings. Since early summer and until mid-November, Finance has been collaboratively completing the latest 2021 projection forecasts as well as 2022 (and 2022-2024 "quad") budgets in preparation for Board presentation and approval.

#### **Travel Department Update**

With our current (revised) travel agency contract expiring in late 2021, Finance recently executed our RFP process with multiple agencies (incumbent Short's Travel Management included) and collaboratively decided to renew services with Short's Travel Management.

<u>Motion</u>: To amend Articles 202.4 and 202.6 as follows, effective immediately through July 31, 2021:

202.4.10 Application for sanction shall be accompanied by a copy of the complete meet announcement which shall include the following:

#### [A – M No change]

#### N The following statement:

An inherent risk of exposure to COVID-19 exists in any public place where people are present. COVID-19 is an extremely contagious disease that can lead to severe illness and death. According to the Centers for Disease Control and Prevention, senior citizens and individuals with underlying medical conditions are especially vulnerable.

USA Swimming, Inc., cannot prevent you (or your child(ren)) from becoming exposed to, contracting, or spreading COVID-19 while participating in USA Swimming sanctioned events. It is not possible to prevent against the presence of the disease. Therefore, if you choose to participate in a USA Swimming sanctioned event, you may be exposing yourself to and/or increasing your risk of contracting or spreading COVID-19.

BY ATTENDING OR PARTICIPATING IN THIS COMPETITION, YOU VOLUNTARILY ASSUME ALL RISKS ASSOCIATED WITH EXPOSURE TO COVID-19 AND FOREVER RELEASE AND HOLD HARMLESS USA SWIMMING AND [THE LSC] AND EACH OF THEIR OFFICERS, DIRECTORS, AGENTS, EMPLOYEES OR OTHER REPRESENTATIVES FROM ANY LIABILITY OR CLAIMS INCLUDING FOR PERSONAL INJURIES, DEATH, DISEASE OR PROPERTY LOSSES, OR ANY OTHER LOSS, INCLUDING BUT NOT LIMITED TO CLAIMS OF NEGLIGENCE AND GIVE UP ANY CLAIMS YOU MAY HAVE TO SEEK DAMAGES, WHETHER KNOWN OR UNKNOWN, FORESEEN OR UNFORESEEN, IN CONNECTION THEREWITH.

This statement shall also be included in heat sheets.

202.4.16 To address circumstances related to COVID-19, a supplemental document to the meet sanction request shall include:

- a. A statement of the local protocols and requirements;
- b. The plan for spectator ingress and egress;
- c. The planned number of individuals gathering in the spaces: pool, deck, spectator seating, etc.;

- da. Safe Sport considerations to ensure parents have access to and/or the opportunity to observe their child; and
- eb. An attestation statement in which the meet host attests that the conduct of the meet will adhere to local jurisdictional guidelines.

202.6.6

#### [A-G No change]

#### H The following statement:

An inherent risk of exposure to COVID-19 exists in any public place where people are present. COVID-19 is an extremely contagious disease that can lead to severe illness and death. According to the Centers for Disease Control and Prevention, senior citizens and individuals with underlying medical conditions are especially vulnerable.

USA Swimming, Inc., cannot prevent you (or your child(ren)) from becoming exposed to, contracting, or spreading COVID-19 while participating in USA Swimming sanctioned events. It is not possible to prevent against the presence of the disease. Therefore, if you choose to participate in a USA Swimming sanctioned event, you may be exposing yourself to and/or increasing your risk of contracting or spreading COVID-19.

BY ATTENDING OR PARTICIPATING IN THIS COMPETITION, YOU VOLUNTARILY ASSUME ALL RISKS ASSOCIATED WITH EXPOSURE TO COVID-19 AND FOREVER RELEASE AND HOLD HARMLESS USA SWIMMING AND [THE LSC] AND EACH OF THEIR OFFICERS, DIRECTORS, AGENTS, EMPLOYEES OR OTHER REPRESENTATIVES FROM ANY LIABILITY OR CLAIMS INCLUDING FOR PERSONAL INJURIES, DEATH, DISEASE OR PROPERTY LOSSES, OR ANY OTHER LOSS, INCLUDING BUT NOT LIMITED TO CLAIMS OF NEGLIGENCE AND GIVE UP ANY CLAIMS YOU MAY HAVE TO SEEK DAMAGES, WHETHER KNOWN OR UNKNOWN, FORESEEN OR UNFORESEEN, IN CONNECTION THEREWITH.

This statement shall also be included in heat sheets.

202.6.19 To address circumstances related to COVID-19, a supplemental document to the meet approval request shall include:

a. A statement of the local protocols and requirements;

- b. The plan for spectator ingress and egress;
- c. The planned number of individuals gathering in the spaces: pool, deck, spectator seating, etc.;
- <u>ad</u>. Safe Sport considerations to ensure parents have access to and/or the opportunity to observe their child; and

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#### 21.0 Operating Committees

Date of adoption / Last revision: Revised January 21, 2021

The following committees shall report to the President & CEO or his or her designee:

AGE GROUP DEVELOPMENT COMMITTEE – As outlined in the USA Swimming Rulebook NATIONAL TEAM STEERING COMMITTEE – As outlined in the USA Swimming Rulebook RULES AND REGULATIONS COMMITTEE – As outlined in the USA Swimming Rulebook SENIOR DEVELOPMENT COMMITTEE – As outlined in the USA Swimming Rulebook

#### **CLUB DEVELOPMENT COMMITTEE**

**Mission Statement:** To provide counsel and assistance for the development and implementation of programs that help build, support, and educate USA Swimming member clubs.

The Club Development Committee shall report to the President & CEO or their designee.

**USA Swimming Leader:** Director, Team Services

**USA Swimming Staff Liaison**: Manager, Team Performance and Business Operations (as assigned by the Managing Director, Sport Development)

**Membership:** The Club Development Committee shall consist of twelve (12) voting members, as follows:

- 1. Four (4) Actively Engaged athlete members appointed by Athletes Advisory Committee to staggered terms of two (2) years.
- 2. Eight (8) additional members appointed by the President & CEO, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of USA Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Leader or President & CEO.

**Chairperson**: The chair, who may be either an athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair.

**Meetings:** The committee shall meet monthly by and will normally do so by video conference.

#### Responsibilities:

- 1. To conduct an on-going evaluation of the USA Swimming club system to identify the strengths and weaknesses;
- To annually prioritize initiatives that support the development, implementation, and evaluation of
  programs and services with the intent to strengthen the USA Swimming club system, including
  the growth and business practices of individual clubs and provision of support in the areas of
  diversity, equity and inclusion;
- 3. To assist LSC's in providing their member clubs with new programs and services which are intended to increase the numbers of clubs and athlete registrations; and
- 4. To take such further actions as may be directed by the President & CEO.

#### **DIVERSITY, EQUITY, AND INCLUSION COMMITTEE**

**Mission:** To assist USA Swimming in fostering a culture of inclusion and opportunity for people of diverse backgrounds and abilities.

The Diversity, Equity and Inclusion Committee shall report to the President & CEO.

**USA Swimming Staff Leader DEI Committee**: Program Director, Diversity, Equity, and Inclusion **USA Swimming Staff Leader Disability Sub-Committee**: Program Director, Pre-Competitive Programs

**Membership:** The Diversity, Equity, and Inclusion Committee shall consist of twelve (12) voting members, as follows:

- 1. Four (4) athlete members appointed by the Athletes' Advisory Committee to staggered terms of three (3) years.
- 2. Eight (8) additional members appointed by the President & CEO. Non-athlete appointments shall serve three-year terms, staggered so that approximately one-third are named annually.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Leader or President & CEO.

**Chairperson**: The Chair, who may be either an adult athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair.

**Disability Swimming Subcommittee:** One of the foregoing enumerated members, who may be either an athlete or non-athlete member, shall be appointed by the Committee Chair each year to serve as the Disability Subcommittee Chair, who shall lead a subcommittee focused on supporting USA Swimming's efforts to encourage people with disabilities to participate in the sport of swimming and to facilitate their inclusion in USA Swimming programs through education and collaboration. The subcommittee shall be comprised of USA Swimming members who may be members of the DEI committee; the subcommittee shall have the requisite athlete representation.

**Meetings:** The committee shall meet monthly and will normally do so by video conference.

#### Responsibilities:

To support USA Swimming in:

- 1. Increasing participation of people from diverse populations.
- 2. Creating an atmosphere for athletes, coaches, staff and volunteers to address inclusion in an open and trusting atmosphere.
- 3. Creating initiatives and programming to educate athletes, coaches, staff and volunteers on the inequities and discriminations faced by underrepresented groups.
- 4. Partnering with other organizations and agencies to achieve our mission.

#### **DEI Committee Members act as:**

- 1. Advocates for USA Swimming and diversity through support for the organization, its staff, and mission, vision, and key strategies.
- 2. Resources to USA Swimming, the LSCs and the broader swimming community through assistance with-DEI initiatives, dialogue, and expertise.
- 3. Liaisons to the LSC Diversity & Disability Chairs and Zone Diversity & Disability Coordinators.

#### INTERNATIONAL RELATIONS COMMITTEE

**Mission:** To provide advice and support to staff and volunteer leadership to advance USA Swimming's continued leadership and success on the international stage.

The International Relations Committee shall report to the President & CEO.

**USA Swimming Staff Leader:** Manager, International Games

Membership: The International Relations Committee shall consist of the following:

- Members of USA Swimming who hold any of the following positions shall be automatically invited to be members of the committee during their tenure in these positions: Any FINA Bureau member, UANA Executive Committee member, or FINA or UANA Technical Committee Chair (swimming and/or open water).
- 2. Up to six additional members of USA Swimming with relevant international experience, appointed by the IRC Chair and the President & CEO to three-year terms, staggered so that approximately one-third are named annually.
- 3. A sufficient number of athlete members so as to constitute at least 33.3% of the voting membership. Athlete members shall be appointed by the AAC to staggered terms of two (2) years.
- 4. The following individuals shall be non-voting Ex-Officio members: The Board Chair, Immediate Past Board Chair, President & CEO, and Managing Director, National Team of USA Swimming, as well as the current head coaches of the U.S. Olympic Swimming Team
- Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson:** The President & CEO shall appoint the Chair of the International Relations Committee, who may either be the Staff Lead or one of the foregoing enumerated members, to a one-year term. The Chair of the Committee shall be an Ex-Officio member of the National Team Steering Committee.

#### LSC DEVELOPMENT COMMITTEE

**Mission:** To provide a national network for LSC education and communication and to serve as a resource for LSC leaders.

The LSC Development Committee shall report to the President & CEO.

USA Swimming Staff Leader: LSC Services Senior Manager

Membership: The LSC Development Committee shall consist of twelve (12) voting members, as follows:

- 1. Four (4) Actively Engaged Athlete members appointed by Athletes' Advisory Committee to staggered terms of three (3) years.
- 2. Eight (8) additional members appointed by the President & CEO to staggered terms of three (3) years.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson**: The Chair, who may be either an adult athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair.

**Meetings:** The committee shall meet as necessary and will normally do so by video conference.

#### Responsibilities:

1. To assist USA-S staff in strengthening LSC governance and operations by providing educational opportunities and mentoring for LSC boards and officers;

- To provide a national network to enhance the sharing of information and ideas among LSC leaders:
- 3. To work with LSCs to meet expectations as identified by USA Swimming;
- To assist USA-S staff in developing effective communications between USA-S and LSCs.
- 5. To assist USA-S staff in overseeing the LSC Evaluation and Achievement Program (LEAP)

#### **OFFICIALS COMMITTEE**

**Mission:** To conduct programs to recruit, educate, train, and certify a diverse team of USA Swimming officials to provide the highest quality and consistent officiating for athletes at all levels of swimming.

The Officials Committee shall report to the President & CEO.

USA Swimming Staff Leader: Senior Director, Legal & Membership Affairs

**USA Swimming Staff Liaison:** Director, National Events

Membership: The Officials Committee shall consist of twelve (12) voting members, as follows:

- 1. Four (3) athlete members appointed by Athletes' Advisory Committee (in consultation with the AEC) to staggered terms of two (2) years.
- 2. Eight (8) non-athlete members appointed by the President & CEO. Non-athlete appointments shall serve three--year terms, staggered so that three will expire in each of two years and two will expire in the other year

In addition, serving as ex-officio members with voice but no vote shall be:

- 1. The immediate past Officials Committee Chair
- 2. The Program & Events Coordinator
- 3. The Rules and Regulations Committee Chair
- 4. The YMCA National Officials Chair
- 5. The USA Swimming member of the FINA Technical Swimming Committee

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson:** The chair, who may be either an adult athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members. The Committee Chair shall be appointed annually and may, at the pleasure of the President & CEO, serve in that capacity for up to, but no longer than, four (4) consecutive years.

Meetings: The committee shall meet as necessary and will normally do so by video conference.

#### Responsibilities:

- 1. Promulgate officials' minimum performance standards, as agreed to by the LSC Officials Chairs, for all USA Swimming sanctioned or sponsored events.
- 2. Develop and publish educational materials and conduct training for officials through workshops and webinars.
- 3. Establish standards for and manage the certification of all officials above the LSC level.
- 4. Develop and maintain testing materials for officials at all levels including open water swimming. Develop and maintain questions for the coach foundation test.
- 5. Maintain an ever-evolving national program to train, educate and inspire mentors and evaluators for the LSC (N2) and National (N3) levels thereby providing incentive for officials to achieve their highest goals.
- 6. Develop and implement specific programs to support and grow a diverse population of officials at all levels and positions.
- Maintain historical data regarding meet attendance, certifications, evaluations, and mentoring sessions for current official members. Consult with USA Swimming staff regarding software

- enhancements for a tracking system for the above.
- 8. Work with and provide guidance for LSC Officials Chairs and Zone Officials Chairs in order to support local swim officiating programs throughout diverse geographic and demographic regions.
- 9. The Officials Chair, together with the Program & Events Coordinator and others as appropriate, will review and approve the selection of officials for all USA Swimming Championships and other USA Swimming competitions when requested by USA Swimming, in accordance with established policies, and endeavor to emphasize a diverse demographic representation at national events.
- 10. The Officials Chair, together with the Program & Events Coordinator, will in consultation with the International Relations Committee, identify potential nominees for appointment to the FINA and UANA officials' lists for submission to the President & CEO of USA Swimming.
- 11. Develop specialized programs as necessary to ensure quality officiating at Open Water Meets.
- 12. Facilitate a process that allows for opportunity and succession planning for a pool of diverse talents and officials at the highest levels of officiating to include two-star and above.
- 13. Work with other swimming bodies to promote fairness and consistency of officiating for all athletes.
- 14. Assist staff in maintaining a current roster of LSC Officials Chairs and Zone Officials Chairs.
- 15. Publish and circulate the officials selection criteria for five star and Trials meets for both stroke and turn judges and assigned positions.

See Appendix III for Officials Committee – Apprentice Official, Appendix IV for Officials Committee – National Championship Policy, Appendix V for Officials Committee – International Championship Policy

#### **OPEN WATER COMMITTEE**

**Mission:** The Open Water Committee shall assist USA Swimming in developing and promoting successful Open Water Swimming programs at all levels of competition.

The Open Water Committee shall report to the President & CEO.

**USA Swimming Staff Leader:** Director, National Team Open Water

Membership: The Open Water Committee shall consist of nine (9) voting members as follows:

- 1. Three (3) eligible athlete members with Open Water Competition Experience, who have retired from competition, appointed by Athletes' Advisory Committee to terms of four years commencing with the conclusion of House of Delegates meeting following the Olympic Games.
- 2. The Open Water Swimming Head Coach from the previous Olympic games.
- 3. Five (5) additional non-athlete members, at least two (2) of whom are coaches, who have expertise in Open Water program and athlete development, appointed by the President & CEO, to four-year terms commencing with the conclusion of the House of Delegates meeting following the Olympic Games.

#### In addition:

- 1. The Managing Director, National Team and the Chair of the National Team Steering Committee shall be non-voting ex-officio members of the Committee.
- 2. A member of the Officials Committee who has Open Water experience, selected by the President & CEO in consultation with the Chair of the Officials Committee, shall serve as a non-voting ex-officio member of the Open Water Committee.
- 3. Once the Head Open Water Olympic Coach is named for the upcoming Olympic Games, he or she shall become an ex-officio member of the Open Water Committee, if not already on the committee.

Non-committee members may also be appointed to sub-committees or task forces assigned to

support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson:** The Chair of the Open Water Committee shall be appointed by the President & CEO from the foregoing enumerated members to a term of one year. The Chair of the Open Water Committee shall be an Ex Officio member of the National Team Steering Committee with voice but no vote.

**Meetings:** The Committee shall meet quarterly and will normally do so by video conference.

#### Responsibilities:

- 1. Recommendations to USA Swimming for development and review of programs and policies regarding the safety of athletes, officials, and spectators involved in open water swimming.
- 2. Advising USA Swimming on development programs to recruit, train, and educate open water coaches, officials, and volunteers.
- 3. Advising USA Swimming on the development of Open Water Swimming programs designed for success in international competition.
- 4. Endorsing selection procedures for athletes, coaches, and staff members of all Open Water National Team and National Junior Teams.

#### **OPERATIONAL RISK COMMITTEE**

**Mission:** To provide a proactive environment regarding assessment of risks, guideline developments and educational requirements.

The Operational Risk Committee shall report to the President & CEO.

**USA Swimming Staff Leader:** Senior Director, Legal & Membership Affairs

**USA Swimming Staff Liaison**: Director, Coach Education

**Membership:** The President & CEO shall appoint the committee comprised of two athletes and eight other members, geographically distributed, who have long-term membership in USA Swimming with expertise or experience in safety (other than acquired in the sport). Terms of the non-athlete members shall be four years, staggered so that 25% of the non-athlete members are appointed annually.

#### Responsibilities:

- 1. Proactively identify operational risks.
- 2. Analyze the operational risks.
- 3. Recommend guidelines, policies, and programs to manage operational risks.
- 4. Promote the implementation of guidelines, policies, and programs to manage operational risks.

#### **REGISTRATION/MEMBERSHIP COMMITTEE**

**Mission:** To advise USA Swimming staff in the development of consistent policies and procedures and to provide support in administering and communicating those policies and procedures among LSC Registration/Membership Coordinators.

The Registration/Membership Committee shall report to the President & CEO.

**USA Swimming Staff Leader:** Membership Manager

**USA Swimming Staff Liaison:** LSC Services Senior Manager

**Membership:** The Registration / Membership Committee shall consist of nine (9) voting members, as follows:

1. Three (3) athlete members appointed by Athletes' Advisory Committee (in consultation with the AEC) to staggered terms of two (2) years.

2. Six (6) non-athlete members appointed by the President & CEO, with strong consideration given to current LSC Registration Chairs. Non-athlete appointments shall serve three--year terms, staggered so that one-third are named annually.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson:** The chair, who may be either an adult athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair.

**Meetings:** The committee shall meet at least every other month by video conference.

**Responsibilities:** The Registration/Membership Committee provides advice and support to USA Swimming regarding:

- 1. Creating and implementing policies for the registration of athletes (year-round, seasonal and outreach), non-athletes (coaches, officials, apprentice officials, others), clubs, and organizations for approval by the House of Delegates and/or the Board of Directors
- 2. Coordinating the administrative procedures of all membership registration.
- 3. Empowering, supporting and educating LSC Registrars through direct communication and training opportunities.
- 4. Providing input on and making implementation recommendations for current and future SWIMS enhancements.

#### SAFE SPORT COMMITTEE

**Mission:** To support USA Swimming's commitment to provide a healthy and safe environment free from abuse for all its members, especially athletes, through the planning, implementation, and coordination of USA Swimming's Safe Sport program.

The Safe Sport Committee shall report to the President & CEO.

**USA Swimming Leader:** Senior Director, Legal & Membership Affairs

**USA Swimming Liaison:** Program Director, Safe Sport

Membership: The Safe Sport Committee shall consist of twelve (12) voting members, as follows:

- 1. Four (4) athlete members selected by the Athletes Advisory Committee (in consultation with the AEC), each of whom shall serve staggered three (3) year terms;
- 2. At least two (2) coach members appointed by the President & CEO, each of whom shall serve staggered three (3) year terms;
- 3. One (1) subject-matter expert from outside USA Swimming, appointed by the President & CEO, who shall serve a three (3) year term; and
- 4. Up to five (5) at-large members appointed by the President & CEO, each of whom shall serve staggered three-year terms.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Leader or President & CEO.

**Chairperson**: The chair, who may be either an adult athlete or non-athlete member, shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair.

**Meetings:** The committee shall meet at least bi-monthly and will normally do so by video conference.

#### Responsibilities:

1. Advise, counsel, support and assist staff in the creation, execution and continual review of USA Swimming's member protection policies, guidelines, educational programs, reporting and

- adjudication procedures, and make recommendations to the USA Swimming Board of Directors for such changes to existing policies, guidelines, programs, and procedures, as well as recommendations for new ones, as are appropriate;
- 2. Raise the awareness of member protection and the availability of member protection educational resources within the swimming community, including at the LSC and club levels;
- 3. Assist staff in coordinating and ensuring that the athlete and member protection education requirements for membership are properly developed, implemented, and executed:
- Assist staff in achieving compliance with U.S. Center for SafeSport and USOPC requirements;
- 5. Take such further actions as may be directed by the President & CEO.

#### SPORTS MEDICINE AND SCIENCE COMMITTEE

**Mission:** To assist and support the development, implementation, and evaluation of medical and science-based programs for USA Swimming.

The Sports Medicine and Science Committee shall report to the President and CEO.

**USA Swimming Staff Leader:** Director, Sports Medicine and Science

**Membership:** The Sports Medicine and Science Committee shall consist of nine (9) voting members, as follows:

- 1. Three (3) eligible athlete members appointed by Athletes' Advisory Committee to staggered terms of two (2) years.
- 2. Six (6) additional members appointed by the President & CEO to three-year terms, staggered so that one-third are named annually.
- 3. The Managing Director, National Team and the National Team Steering Committee Chair shall be non-voting ex-officio members

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Chairperson:** The Chair shall be appointed by the President & CEO from the foregoing enumerated members and shall serve a one-year term as Chair. The Chair shall be an ex-officio member of the National Team Steering Committee.

Meetings: The Committee shall meet as necessary, normally by video conference.

Responsibilities: The Committee shall:

- 1. Assist staff in the development, implementation and evaluation of medical and science-based programs for USA Swimming, including the production of educational resources/materials for promulgation, as appropriate, to LSCs and member clubs;
- 2. Coordinate programming with the Age Group Development and Senior Development committees:
- 3. Expedite and implement decisions regarding those programs as necessary; and
- 4. Support the National Team Division and the National Team Steering Committee in all scientific and medical areas as they relate to the National Team.

#### TIMES AND RECOGNITION COMMITTEE

**Mission:** To assist USA Swimming in ensuring the data quality of the SWIMS data-base and processing information to recognize swimmers for their achievements.

The Times & Recognition Committee shall report to the President & CEO.

#### **USA Swimming Staff Leader:** Director of Analytics

**Membership:** The Times and Recognition Committee shall be comprised of nine (9) voting members, as follows:

- 1. Three (3) Actively Engaged Athlete members appointed by Athletes' Advisory Committee (in consultation with the AEC) to staggered terms of two (2) years.
- Six (6) additional members appointed by the President & CEO to staggered terms of three (3) years.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Meetings:** The committee shall meet as necessary and will normally do so by video conference.

#### Responsibilities:

- To assist in the development of procedures and criteria for entry of times from all USA Swimming sanctioned and approved meets and observed swims by designated SWIMS Times Module Officers in each LSC.
- To provide support to LSC SWIMS Times Module officers and monitor their compliance with published standards and guidelines to ensure that data from the field is properly transferred to the SWIMS database.
- To make recommendations regarding potential enhancements to the LSC SWIMS functionality.
- 4. To maintain a list of all meets authorized for USA Swimming observation and to forward those needing approval to USA Swimming or designee.
- 5. To verify compliance of potential new records (e.g., World, American, U.S. Open, National Age Group) with published rules and standards.
- 6. To develop and implement a selection process for Scholastic All-America.

Non-committee members may also be appointed to sub-committees or task forces assigned to support the committee's work, as approved by the USA Swimming Staff Leader or President & CEO.

**Meetings:** The committee shall meet as necessary and will normally do so by video conference.

#### Responsibilities:

- To assist in the development of procedures, and criteria for entry of times from all USA Swimming sanctioned and approved meets and observed swims by designated SWIMS Times Module Officers in each LSC.
- 2. To provide support to LSC SWIMS Times Module officers and monitor their compliance with published standards and guidelines to ensure that data from the field is properly transferred to the SWIMS database.
- To make recommendations regarding potential enhancements to the LSC SWIMS functionality.
- 4. To maintain a list of all meets authorized for USA Swimming observation and to forward those needing approval to USA Swimming or designee.
- 5. To verify compliance of potential new records (e.g., World, American, U.S. Open, National Age Group) with published rules and standards
- 6. To develop and implement a selection process for Scholastic All-America.

#### **Performance Monitoring Report**

TO: USA Swimming Board of Directors

FR: Tim Hinchey III, President & Chief Executive Officer

RE: Internal Report – Management Parameters

Annual Monitoring on Policy 3.0: General Management Constraint

DA: November 29, 2021

We hereby present the monitoring report on the 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 November 24, 2021.

\_\_, Secretary & General Counsel

Signed \_\_\_\_\_\_\_, President & CEO

POLICY PROVISION: "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 USOPC's Bylaws or USA Swimming's Rules and Regulations."

**CEO'S INTERPRETATION:** (No change since previous 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 USOPC'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 USOPC'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.

The Empowering Olympic, Paralympic, and Amateur Athletes Act of 2020 was signed into law on October 30, 2020 and enhances certain obligations and responsibilities of entities in the Olympic Community, including National Governing Bodies. USA Swimming has spent the majority of 2021 implementing necessary changes to its Bylaws, Rulebook, and policies to bring it into compliance with the new law and updated USOPC Bylaws by the December 31, 2021 deadline.

USA Swimming, led by volunteer working groups, has changed its Board composition and seated a compliant Board that includes 1/3 eligible athlete representation. USA Swimming has made comparable changes to its committee and House of Delegates structure and is in the process of seating eligible individuals in as members/delegates.

Further, USA Swimming is preparing for its USOPC audit in the second quarter of 2022 and making a number of changes to its Bylaws and policies to demonstrate full compliance with USOPC requirements, especially where compliance was achieved in substance or practice but was not clearly stated in organizational documents. Following its audit, USA Swimming will undergo certification in 2023 and will need to continue its proactive steps to ensure the organization remains certified as the NGB for the sport of swimming.

USA Swimming currently is a defendant in nine 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.

There have been no allegations or charges pertaining to organizational noncompliance with any statutes; however, USA Swimming is exploring options to provide greater education and resources to its members regarding compliance with abuse reporting laws.

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. Further, there has been tremendous progress made towards coming into compliance with federal law and the USOPC Bylaws, including proposed actions to be taken at the December 6, 2021 Board meeting (in advance of the December 31, 2021 deadline).

We therefore report **COMPLIANCE**.

#### **Performance Monitoring Report**

TO: USA Swimming Board of Directors

FR: Tim Hinchey III, President & Chief Executive Officer

RE: Internal Report – Management Parameters

Annual Monitoring on Policy 3.1: Treatment of Members/Customers

DA: November 29, 2021

I hereby present the monitoring report on Management Parameters policy 3.1 "Treatment of Members/ Customers" in accordance with the monitoring schedule set forth in Board policy and certify that the information contained in this report is true for the year ended November 23, 2021.

Signed M., 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 previous report)

Members include athletes, 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.

Over the past year, we have received complaints regarding business operations (e.g., non-athlete membership requirements, membership expense) but not with respect to how staff treat members, beyond the occasional complaint regarding response time.

When organizing events, safety is always an utmost concern – both for athletes and volunteers/attendees. To date in 2021, there have been 1275 reports of occurrence files in connection with all practices and meets for our ~320,000 members and additional event spectators. Fortunately, none of the injuries were catastrophic. It is noteworthy that the COVID-19 prevention and response measures put in place for the U.S. Olympic Team Trials – Swimming resulted in only one confirmed positive COVID case and all of our Olympic Team athletes were able to participate to the fullest extent without any disruption due to COVID-19 positive cases.

As to athlete safety/abuse, we have and will continue to elevate and implement ways to make participating in the sport safer. The biggest strides this year came in the form of policies and guidelines and education and training. USA Swimming, its LSCs and its member clubs fully implemented an enhanced Minor Athlete Abuse Prevention Policy, expanded the definition of those individuals required to be members of USA Swimming to include all volunteers to have direct and frequent contact with or authority over minor athletes as well as all staff members. To date, 770 member clubs have achieved Safe Sport Club Recognition and an additional 945 are in the process of apply for recognition accounting for 62% of member clubs engaged in the initiative. While we are proud of this effort, we must consider requiring participation in this program. Finally, our continued commitment to address athlete abuse has resulted in four individuals being banned in the past year, with the total list now being 187.

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 previous 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:**

As USA Swimming focuses on modernizing and professionalizing our technology capabilities, we continue to make the cyber security program a top priority. Building off prior initiatives, over the past year we have implemented new Crowdstrike endpoint protection software, partnered with Arctic Wolf for Security Information and Event monitoring and vulnerability management managed services, and upgraded our email protection suite. Additionally, USA Swimming established a comprehensive cyber security training program, which includes annual, refresher, and phishing campaign training for all staff members. Next steps include developing data handling and retention guidelines, and establishing a governance, risk, and policy (GRC) program.

Attempts by unauthorized users to access our network continue, but through the deployment of various tools, partnership with outside experts, and staff training in recognizing and responding to threats, we remain confident in our ability to manage and respond to these circumstances.

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. Wells Fargo scans the USA Swimming network monthly and requires that a annual security self-assessment is completed to ensure that we are in compliance with the Payment Card Industry Data Security Standards (PCI DSS) for secure credit card processing when using their system via the web.

As USA Swimming progresses through its digital transformation, we are exceptionally mindful to scale up security protections and initiatives proportionately.

I therefore 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 previous 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 therefore report **COMPLIANCE**.

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 previous 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 available to all members and the general public on the USA Swimming website and mailed out to each LSC and member club. Reminders related to the Code of Conduct are included in member newsletters and social media posts. Nonetheless, it is our responsibility to continue to seek new methods of communicating the Code of Conduct to members at all levels

While these actions 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 therefore report **COMPLIANCE**.

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

**CEO'S INTERPRETATION:** (No change since previous 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 staff through informal resolution or National Board of Review (NBOR), consistent with USA Swimming's rules. In the past year, there were no National Board of Review cases. However, following the elimination of the Zone Boards of Review and increased competition for athlete members, USA Swimming received an increase in recruiting-related complaints.

I therefore report **COMPLIANCE**.

### USA Swimming, Inc. Balance Sheet As of September 30, 2021 and 2020

|                                                            | 9/30/2021                     | 9/30/2020               | \$<br>Change           | Audited 12/31/2020       | \$<br>Change            |
|------------------------------------------------------------|-------------------------------|-------------------------|------------------------|--------------------------|-------------------------|
| ASSETS                                                     |                               |                         |                        |                          |                         |
| CURRENT ASSETS:                                            |                               |                         |                        |                          |                         |
| Cash and cash equivalents                                  | \$1,714,542                   | \$4,434,264             | (\$2,719,722)          | \$2,309,779              | (\$595,237)             |
| Accounts receivable                                        | 8,163,886                     | 7,307,721               | 856,165                | 2,873,971                | 5,289,915               |
| Prepaid expenses and deferred charges Total Current Assets | 1,153,984<br>11,032,412       | 1,749,422<br>13.491.407 | (595,438) (2,458,995)  | 2,831,664<br>8.015.414   | (1,677,680) 3,016,998   |
| Total Culterit Assets                                      | 11,002,412                    | 13,431,407              | (2,430,993)            | 0,010,414                | 3,010,990               |
| FIXED ASSETS:                                              |                               |                         |                        |                          |                         |
| Leasehold Improvements, IT Systems, FF&E, Other            | 14,760,231                    | 13,970,317              | 789,914                | 13,544,751               | 1,215,479               |
| Accumulated depreciation & amortization                    | (10,716,060)                  | (9,897,312)             | (818,748)              | (9,521,267)              | (1,194,793)             |
| Total Fixed Assets                                         | 4,044,171                     | 4,073,005               | (28,834)               | 4,023,484                | 20,687                  |
| LONG-TERM INVESTMENTS:                                     |                               |                         |                        |                          |                         |
| Long-term Investments                                      | 37,019,155                    | 29,028,885              | 7,990,270              | 36,533,447               | 485,708                 |
|                                                            |                               |                         |                        |                          |                         |
| OTHER ASSETS: Investment - Swim Trials, LLC                | 56,482                        | 113.957                 | (57,475)               | 56,482                   | 0                       |
| Prepaid rent                                               | 4,745,228                     | 4,849,235               | (104,006)              | 4,825,420                | (80,191)                |
| Total Other Assets                                         | 4,801,711                     | 4,963,192               | (161,481)              | 4,881,902                | (80,191)                |
| TOTAL ASSETS                                               | \$56,897,448                  | \$51,556,488            | \$5,340,960            | \$53,454,247             | \$3,443,202             |
| LIABILITIES AND NET ASSETS                                 |                               |                         |                        |                          |                         |
| CURRENT LIABILITIES:                                       |                               |                         |                        |                          |                         |
| Accounts payable                                           | \$613,902                     | \$406,921               | \$206,981              | \$807,693                | (\$193,791)             |
| Accrued expenses and other liabilities                     | 2,591,934                     | 3,034,102               | (442,168)              | 1,508,269                | 1,083,665               |
| Deferred revenue<br>Total Current Liabilities              | 7,246,886<br>10,452,722       | 5,893,706<br>9,334,729  | 1,353,180<br>1,117,993 | 12,595,523<br>14,911,485 | (5,348,637) (4,458,763) |
| Total Current Liabilities                                  | 10,432,722                    | 9,334,729               | 1,117,993              | 14,911,400               | (4,456,765)             |
| NONCURRENT LIABILITIES:                                    |                               |                         |                        |                          |                         |
| Insurance Payable                                          | 578,250                       | 0                       | 578,250                | 0                        | 578,250                 |
| Line of Credit Payable Total Noncurrent Liabilities        | <u>1,821,000</u><br>2,399,250 | 1,821,000<br>1.821,000  | <u>0</u> 578,250       | 1,821,000<br>1.821.000   | 578,250                 |
| Total Noticulient Elabilities                              | 2,399,230                     | 1,821,000               | 376,230                | 1,821,000                | 378,230                 |
| Total Liabilities                                          | 12,851,972                    | 11,155,729              | 1,696,243              | 16,732,485               | (3,880,513)             |
| NET ASSETS:                                                |                               |                         |                        |                          |                         |
| Unrestricted: Undesignated Net Assets                      | 28.906.091                    | 22.773.755              | 6.132.337              | 20.989.604               | 7.916.487               |
| Board Designated - USSIC                                   | 15,139,385                    | 17,627,005              | (2,487,620)            | 15,732,157               | (592,773)               |
| Total Unrestricted Net Assets                              | 44,045,476                    | 40,400,759              | 3,644,717              | 36,721,761               | 7,323,715               |
| Total Net Assets                                           | 44,045,476                    | 40,400,759              | 3,644,717              | 36,721,761               | 7,323,715               |
| TOTAL LIABILITIES AND NET ASSETS                           | \$56,897,448                  | \$51,556,488            | \$5,340,960            | \$53,454,247             | \$3,443,202             |

11/19/2021

### USA Swimming, Inc. Income Statement - By Division For the Nine Months Ended September 30, 2021

|                                    | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget      | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|------------------------------------|---------------------------------------|---------------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| REVENUE:                           |                                       |                     |                                                        |                        |                                     |                                                |
| Membership                         | \$18,182,446                          | \$14,828,111        | \$3,354,335                                            | 22.62%                 | \$20,656,889                        | (\$2,474,443)                                  |
| Partnership Marketing              | 2,827,884                             | 4,068,956           | (1,241,072)                                            | -30.50%                | 3,525,783                           | (697,900)                                      |
| USOPC Partnership                  | 5,318,279                             | 5,329,500           | (11,221)                                               | -0.21%                 | 3,641,817                           | 1,676,463                                      |
| Investment Income Foundation       | 10,660<br>540,750                     | 20,000<br>1,087,500 | (9,340)<br>(546,750)                                   | -46.70%<br>-50.28%     | 730,943<br>617,500                  | (720,283)<br>(76,750)                          |
| Sport and Events                   | 47,066                                | 697,000             | (649,934)                                              | -93.25%                | 288,866                             | (241,800)                                      |
| Olympic Trials                     | 2,630,000                             | 4,410,000           | (1,780,000)                                            | -40.36%                | 0                                   | 2.630.000                                      |
| Pandemic Relief                    | 182,317                               | 0                   | 182,317                                                | 0.00%                  | Ö                                   | 182,317                                        |
| Other Income                       | 251,072                               | 359,541             | (108,469)                                              | -30.17%                | 305,913                             | (54,841)                                       |
| TOTAL REVENUE                      | 29,990,474                            | 30,800,608          | (810,134)                                              | -2.63%                 | 29,767,711                          | 222,762                                        |
| EXPENSES:                          |                                       |                     |                                                        |                        |                                     |                                                |
| Technical/Sport:                   |                                       |                     |                                                        |                        |                                     |                                                |
| National Team                      | 7,489,861                             | 9,400,649           | 1,910,788                                              | 20.33%                 | 3,991,323                           | (3,498,538)                                    |
| Sport Development                  | 3,109,920                             | 5,683,974           | 2,574,054                                              | 45.29%                 | 3,826,900                           | 716,980                                        |
| Event Operations                   | 2,422,326                             | 3,185,074           | 762,748                                                | 23.95%                 | 1,539,447                           | (882,880)                                      |
| Total Technical/Sport              | 13,022,108                            | 18,269,697          | 5,247,589                                              | 28.72%                 | 9,357,671                           | (3,664,437)                                    |
| Other Programs:                    |                                       |                     |                                                        |                        |                                     |                                                |
| Commercial                         | 4,614,387                             | 5,644,330           | 1,029,943                                              | 18.25%                 | 3,610,011                           | (1,004,376)                                    |
| Risk Management / Insurance        | 3,570,621                             | 4,347,150           | 776,529                                                | 17.86%                 | 2,387,418                           | (1,183,203)                                    |
| Foundation Support                 | 0 105 007                             | 449,414             | 449,414                                                | 100.00%                | 0                                   | 0                                              |
| Total Other Programs               | 8,185,007                             | 10,440,894          | 2,255,887                                              | 21.61%                 | 5,997,429                           | (2,187,579)                                    |
| Administration:                    |                                       |                     |                                                        |                        |                                     |                                                |
| Executive                          | 1,079,110                             | 1,413,498           | 334,388                                                | 23.66%                 | 907,503                             | (171,608)                                      |
| Finance                            | 665,208                               | 831,207             | 165,999                                                | 19.97%                 | 748,314                             | 83,106                                         |
| Business Affairs                   | 2,138,687                             | 3,014,310           | 875,623                                                | 29.05%                 | 3,145,721                           | 1,007,034                                      |
| Total Administration               | 3,883,006                             | 5,259,015           | 1,376,009                                              | 26.16%                 | 4,801,538                           | 918,532                                        |
| TOTAL EXPENSES                     | 25,090,121                            | 33,969,606          | 8,879,485                                              | 26.14%                 | 20,156,637                          | (4,933,484)                                    |
| <b>OPERATING SURPLUS (DEFICIT)</b> | \$4,900,353                           | (\$3,168,998)       | \$8,069,351                                            | -254.63%               | \$9,611,075                         | _(\$4,710,722)                                 |
| Investment Gain (Loss)             | 3,016,135                             | 0                   | 3,016,135                                              | 0.00%                  | 15,537                              | 3,000,598                                      |
| OPERATING SURPLUS (DEFICIT) AFTER  |                                       |                     |                                                        |                        |                                     |                                                |
| INVESTMENT GAIN (LOSS)             | \$7,916,487                           | (\$3,168,998)       | \$11,085,485                                           | -349.81%               | \$9,626,612                         | (\$1,710,124)                                  |

### USA Swimming, Inc. Income Statement - By Category For the Nine Months Ended September 30, 2021

|                                   | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|-----------------------------------|---------------------------------------|----------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| REVENUE:                          |                                       |                |                                                        |                        |                                     |                                                |
| Membership                        | \$18,182,446                          | \$14,828,111   | \$3,354,335                                            | 22.62%                 | \$20,656,889                        | (\$2,474,443)                                  |
| USOPC Partnership                 | 5,318,279                             | 5,329,500      | (11,221)                                               | -0.21%                 | 3,641,817                           | 1,676,463                                      |
| Partnership Marketing             | 2,827,884                             | 4,068,956      | (1,241,072)                                            | -30.50%                | 3,525,783                           | (697,900)                                      |
| Sport and Events                  | 47,066                                | 697,000        | (649,934)                                              | -93.25%                | 288,866                             | (241,800)                                      |
| Olympic Trials                    | 2,630,000                             | 4,410,000      | (1,780,000)                                            | -40.36%                | 0                                   | 2,630,000                                      |
| Foundation                        | 540,750                               | 1,087,500      | (546,750)                                              | -50.28%                | 617,500                             | (76,750)                                       |
| Investment Income                 | 10,660                                | 20,000         | (9,340)                                                | -46.70%                | 730,943                             | (720,283)                                      |
| Pandemic Relief                   | 182,317                               | 0              | 182,317                                                | 0.00%                  | 0                                   | `182,317 <sup>´</sup>                          |
| Other Income                      | 251,072                               | 359,541        | (108,469)                                              | -30.17%                | 305,913                             | (54,841)                                       |
| Total Revenue                     | 29,990,474                            | 30,800,608     | (810,134)                                              | -2.63%                 | 29,767,711                          | 222,762                                        |
| EXPENSES:                         |                                       |                |                                                        |                        |                                     |                                                |
| Salaries and Wages                | 5,408,889                             | 8,454,355      | 3,045,466                                              | 36.02%                 | 6,677,219                           | 1,268,330                                      |
| Employee Benefits                 | 1,296,551                             | 2,053,009      | 756,458                                                | 36.85%                 | 1,555,901                           | 259,349                                        |
| Employment Taxes                  | 376,827                               | 573,296        | 196,469                                                | 34.27%                 | 459,476                             | 82,650                                         |
| Total Payroll and Benefits        | 7,082,267                             | 11,080,660     | 3,998,393                                              | 36.08%                 | 8,692,596                           | 1,610,329                                      |
| Direct Athlete Support            | 3,619,402                             | 4,128,220      | 508,818                                                | 12.33%                 | 1,758,746                           | (1,860,656)                                    |
| Insurance                         | 3,606,848                             | 4,366,450      | 759.602                                                | 17.40%                 | 2,420,329                           | (1,186,519)                                    |
| Travel and Hospitality            | 2,746,821                             | 3,912,190      | 1,165,369                                              | 29.79%                 | 690.731                             | (2,056,089)                                    |
| Professional Fees & Honoraria     | 2,329,208                             | 2,835,132      | 505,924                                                | 17.84%                 | 1,882,448                           | (446,761)                                      |
| Depreciation and Amortization     | 1,209,344                             | 1,574,200      | 364,856                                                | 23.18%                 | 1,148,510                           | (60,834)                                       |
| Television and Video Production   | 899,626                               | 651,074        | (248,552)                                              | -38.18%                | 393,960                             | (505,666)                                      |
| Dues, Fees & Tickets              | 738,967                               | 998,071        | `259,104                                               | 25.96%                 | 428,528                             | (310,439)                                      |
| Rent and Lease Expense            | 480,310                               | 824,458        | 344,148                                                | 41.74%                 | 405,668                             | (74,642)                                       |
| Gear, Equipment, & Signage        | 448,168                               | 505,907        | 57,739                                                 | 11.41%                 | 140,454                             | (307,714)                                      |
| Information Technology Expenses   | 430,182                               | 664,398        | 234,216                                                | 35.25%                 | 421,236                             | (8,947)                                        |
| Telephone and Internet Service    | 370,677                               | 402,145        | 31,468                                                 | 7.83%                  | 165,381                             | (205,296)                                      |
| Apparel                           | 320,721                               | 292,000        | (28,721)                                               | -9.84%                 | 233,984                             | (86,737)                                       |
| Grants                            | 292,500                               | 422,000        | 129,500                                                | 30.69%                 | 564,391                             | 271,891                                        |
| Supplies and Expense              | 242,238                               | 377,430        | 135,192                                                | 35.82%                 | 266,776                             | 24,538                                         |
| Printing and Duplication          | 101,044                               | 173,210        | 72,166                                                 | 41.66%                 | 241,804                             | 140,760                                        |
| Miscellaneous Expenses            | 65,498                                | 80,035         | 14,537                                                 | 18.16%                 | 176,553                             | 111,056                                        |
| Protocol & Gifts                  | 58,209                                | 104,350        | 46,141                                                 | 44.22%                 | 27,339                              | (30,871)                                       |
| Awards                            | 35,093                                | 516,426        | 481,333                                                | 93.20%                 | 59,891                              | 24,798                                         |
| Contingency                       | 7,286                                 | 28,000         | 20,714                                                 | 73.98%                 | 0                                   | (7,286)                                        |
| Advertising                       | 5,712                                 | 33,250         | 27,538                                                 | 82.82%                 | 37,310                              | 31,598                                         |
| Total Expenses                    | 25,090,121                            | 33,969,606     | 8,879,485                                              | 26.14%                 | 20,156,637                          | (4,933,484)                                    |
| OPERATING SURPLUS (DEFICIT)       | \$4,900,353                           | (\$3,168,998)  | \$8,069,351                                            | -254.63%               | <u>\$9,611,075</u>                  | <u>(\$4,710,722)</u>                           |
| Investment Gains (Losses)         | 3,016,135                             | 0              | 3,016,135                                              | 0.00%                  | 15,537                              | 3,000,598                                      |
| OPERATING SURPLUS (DEFICIT) AFTER |                                       |                |                                                        |                        |                                     |                                                |
| INVESTMENT GAIN (LOSS)            | \$7,916,487                           | (\$3,168,998)  | \$11,085,485                                           | -349.81%               | \$9,626,612                         | <u>(\$1,710,124)</u>                           |

### USA Swimming, Inc. Statement of Revenue For the Nine Months Ended September 30, 2021

|                                          | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget          | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|------------------------------------------|---------------------------------------|-------------------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| MEMBERSHIP:                              | 444.005.774                           | <b>*</b> 40.450.000     | 40 707 004                                             | 00.500/                | 447.005.000                         | (40 700 000)                                   |
| Athlete Membership<br>Flex               | \$14,895,774<br>442,138               | \$12,158,080<br>320,000 | \$2,737,694<br>122,138                                 | 22.52%<br>38.17%       | \$17,695,060<br>260,710             | (\$2,799,286)<br>181,428                       |
| Outreach Athlete Membership              | 23,660                                | 33,410                  | (9,750)                                                | -29.18%                | 42.435                              | (18,775)                                       |
| Seasonal Athlete Membership              | 413.460                               | 390.630                 | 22.830                                                 | 5.84%                  | 181.048                             | 232.412                                        |
| Non-Athlete Membership                   | 2.171.820                             | 1.785.600               | 386.220                                                | 21.63%                 | 2.234.062                           | (62,242)                                       |
| Life Membership                          | 41,364                                | 15,000                  | 26,364                                                 | 175.76%                | 33,334                              | 8,030                                          |
| Club Membership                          | 188,580                               | 165,620                 | 22,960                                                 | 13.86%                 | 206,220                             | (17,640)                                       |
| Seasonal Club Membership                 | 3,560                                 | 2,360                   | 1,200                                                  | 50.85%                 | 2,520                               | 1,040                                          |
| Affiliate Membership                     | 850                                   | 0                       | 850                                                    | 0.00%                  | 450                                 | 400                                            |
| Single Meet Open Water                   | 270                                   | 1,000                   | (730)                                                  | -73.00%                | 320                                 | (50)                                           |
| Other Membership Income                  | 970                                   | (43,589)                | 44,559                                                 | -102.23%               | 730                                 | 240                                            |
| TOTAL MEMBERSHIP                         | 18,182,446                            | 14,828,111              | 3,354,335                                              | 22.62%                 | 20,656,889                          | (2,474,443)                                    |
| PARTNERSHIP MARKETING:                   |                                       |                         |                                                        |                        |                                     |                                                |
| Corporate Sponsorship                    | 2,479,734                             | 3,651,456               | (1,171,722)                                            | -32.09%                | 3,286,042                           | (806,308)                                      |
| Supplier Income                          | 170,000                               | 172,500                 | (2,500)                                                | -1.45%                 | 198,125                             | (28,125)                                       |
| Licensee Income                          | 49,439                                | 100,000                 | (50,561)                                               | -50.56%                | 17,351                              | 32,088                                         |
| Royalty Income                           | 128,074                               | 125,000                 | 3,074                                                  | 2.46%                  | 19,205                              | 108,868                                        |
| Web Advertising and Print Advertising    | 637                                   | 20,000                  | (19,363)                                               | -96.82%                | 5,060                               | (4,423)                                        |
| TOTAL PARTNERSHIP MARKETING              | 2,827,884                             | 4,068,956               | (1,241,072)                                            | -30.50%                | 3,525,783                           | (697,900)                                      |
| USOPC PARTNERSHIP:                       |                                       |                         |                                                        |                        |                                     |                                                |
| USOPC Performance Funding                | 2,794,714                             | 3,082,200               | (287,486)                                              | -9.33%                 | 2,311,650                           | 483,064                                        |
| USOPC Direct Athlete Support             | 1,645,971                             | 2,232,300               | (586,329)                                              | -26.27%                | 1,330,167                           | 315,804                                        |
| USOPC International Relations Grant      | 0                                     | 15,000                  | (15,000)                                               | -100.00%               | 0                                   | 0                                              |
| USOPC Other Support                      | 877,595                               | 0                       | 877,595                                                | 0.00%                  | 0                                   | 877,595                                        |
| TOTAL USOPC PARTNERSHIP                  | 5,318,279                             | 5,329,500               | (11,221)                                               | -0.21%                 | 3,641,817                           | 1,676,463                                      |
| INVESTMENT INCOME:                       |                                       |                         |                                                        |                        |                                     |                                                |
| Investment Income - Operating Budget     | 0                                     | 0                       | 0                                                      | 0.00%                  | 704,616                             | (704,616)                                      |
| Interest Income - Savings                | 1                                     | 0                       | 1                                                      | 0.00%                  | 2                                   | ` (1)                                          |
| Interest Income - Short Term Securities  | 10,660                                | 20,000                  | (9,340)                                                | -46.70%                | 26,325                              | (15,666)                                       |
| TOTAL INVESTMENT INCOME                  | 10,660                                | 20,000                  | (9,340)                                                | -46.70%                | 730,943                             | (720,283)                                      |
| FOUNDATION:                              |                                       |                         |                                                        |                        |                                     |                                                |
| USA Swimming Foundation                  | 338,250                               | 817,500                 | (479,250)                                              | -58.62%                | 415,000                             | (76,750)                                       |
| Foundation Management Fee and Rent       | 202,500                               | 270,000                 | (479,250)                                              | -58.62%<br>-25.00%     | 202,500                             | (76,750)                                       |
| TOTAL FOUNDATION                         | 540,750                               | 1,087,500               | (546,750)                                              | -50.28%                | 617,500                             | (76,750)                                       |
|                                          | ,                                     | -,,                     | (===,===,                                              |                        | ,                                   | (1 5,1 5 5)                                    |
| SPORT AND EVENTS:                        |                                       |                         |                                                        |                        |                                     |                                                |
| Golden Goggle Awards                     | (80,795)                              | 125,000                 | (205,795)                                              | -164.64%               | (752)                               | (80,042)                                       |
| Coach Education Clinics                  | 92,658                                | 190,000                 | (97,342)                                               | -51.23%                | 64,465                              | 28,193                                         |
| Altitude Camps Pro Swim Series Host Fees | 64<br>0                               | 240,000<br>0            | (239,936)<br>0                                         | -99.97%<br>0.00%       | 185,937<br>25.000                   | (185,873)<br>(25,000)                          |
| Facilities Conference                    | 0                                     | 0                       | 0                                                      | 0.00%                  | 25,000<br>6,440                     | (25,000)<br>(6,440)                            |
| Custom Visits (BAP)                      | 0                                     | 0                       | 0                                                      | 0.00%                  | 4,167                               | (4,167)                                        |
| Safe Sport Materials                     | 0                                     | 12,000                  | (12,000)                                               | -100.00%               | 0                                   | (1,137)                                        |
| •                                        | _                                     | ,                       | ( ,)                                                   | · ·                    | -                                   | _                                              |

### USA Swimming, Inc. Statement of Revenue For the Nine Months Ended September 30, 2021

|                                                    | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|----------------------------------------------------|---------------------------------------|----------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| International TV Rights                            | 0                                     | 15,000         | (15,000)                                               | -100.00%               | 0                                   | 0                                              |
| Other Registration                                 | 35,139                                | 115,000        | (79,861)                                               | -69.44%                | 3,611                               | 31,528                                         |
| TOTAL SPORT AND EVENTS                             | 47,066                                | 697,000        | (649,934)                                              | -93.25%                | 288,866                             | (241,800)                                      |
| OLYMPIC TRIALS                                     |                                       |                |                                                        |                        |                                     |                                                |
| Olympic Trials                                     | 2,630,000                             | 4,410,000      | (1,780,000)                                            | -40.36%                | 0                                   | 2,630,000                                      |
| TOTAL OLYMPIC TRIALS                               | 2,630,000                             | 4,410,000      | 1,780,000                                              | 40.36%                 | 0                                   | (2,630,000)                                    |
| OTHER INCOME:                                      |                                       |                |                                                        |                        |                                     |                                                |
| NCAA Top Times List                                | 50,294                                | 100,600        | (50,306)                                               | -50.01%                | 100,589                             | (50,295)                                       |
| Combined Federal Campaign                          | 0                                     | 0              | 0                                                      | 0.00%                  | 1,834                               | (1,834)                                        |
| Imputed Interest - Prepaid Rent Pandemic Relief    | 194,751<br>182,317                    | 258,941        | (64,190)<br>182,317                                    | -24.79%<br>0.00%       | 198,683<br>0                        | (3,932)<br>182,317                             |
| Other Revenue                                      | 6,026                                 | 0              | 6,026                                                  | 0.00%                  | 4,807                               | 1,220                                          |
| TOTAL OTHER INCOME                                 | 433,388                               | 359,541        | 73,847                                                 | 20.54%                 | 305,913                             | 127,475                                        |
| TOTAL OPERATING REVENUE                            | \$29,990,474                          | \$30,800,608   | (\$810,134)                                            | -2.63%                 | \$29,767,711                        | \$222,762                                      |
| INVESTMENT GAINS (LOSSES):                         |                                       |                |                                                        |                        |                                     |                                                |
| Investment Income (Loss) less Operating Allocation | 3,085,633                             | 75,000         | 3,010,633                                              | 4014.18%               | 77,988                              | 3,007,644                                      |
| Money Manager Fees                                 | (69,498)                              | (75,000)       | 5,502                                                  | -7.34%                 | (62,452)                            | (7,047)                                        |
| TOTAL INVESTMENT GAINS (LOSSES)                    | 3,016,135                             | 0              | 3,016,135                                              | 0.00%                  | 15,537                              | 3,000,598                                      |
| TOTAL REVENUE                                      | \$33,006,608                          | \$30,800,608   | \$2,206,000                                            | 7.16%                  | \$29,783,248                        | \$3,223,360                                    |

|                                                                               | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget   | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage          | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|-------------------------------------------------------------------------------|---------------------------------------|------------------|--------------------------------------------------------|---------------------------------|-------------------------------------|------------------------------------------------|
| TECHNICAL/SPORT:                                                              | 7,0,00                                | <u> </u>         | <u> </u>                                               | 1 Groomage                      |                                     |                                                |
| NATIONAL TEAM                                                                 |                                       |                  |                                                        |                                 |                                     |                                                |
| Competitions                                                                  |                                       |                  |                                                        |                                 |                                     |                                                |
| 3001 Olympic Games                                                            | 194,839                               | 425,640          | 230,801                                                | 54.22%                          | 0                                   | (194,839)                                      |
| 3015 World University Games<br>3023 US Open Championships                     | 0<br>2,175                            | 142,160<br>0     | 142,160<br>(2,175)                                     | 100.00%<br>0.00%                | 0<br>0                              | 0<br>(2,175)                                   |
| 3033 Short Course World Championships                                         | 2,173                                 | 150,000          | (2,173)<br>147,760                                     | 98.51%                          | 0                                   | (2,173)                                        |
| Program Group Total                                                           | 199,253                               | 717,800          | 518,547                                                | 72.24%                          | 0                                   | (199,253)                                      |
|                                                                               |                                       |                  |                                                        |                                 |                                     |                                                |
| Junior Team Programs                                                          | 470.004                               | •                | (470,004)                                              | 0.000/                          |                                     | (470,004)                                      |
| 3009 Jr. Team International Competition<br>3012 Jr. Pan Pacific Championships | 179,261<br>0                          | 0<br>0           | (179,261)<br>0                                         | 0.00%<br>0.00%                  | 0<br>1,375                          | (179,261)<br>1,375                             |
| 3045 Junior Team Camps                                                        | 1,252                                 | 0                | (1,252)                                                | 0.00%                           | 2,598                               | 1,346                                          |
| 3050 FINA World Junior Championships                                          | 2,240                                 | 147,100          | 144,860                                                | 98.48%                          | 0                                   | (2,240)                                        |
| 3051 Jr. Team Pro Swim Series                                                 | 0                                     | 0                | 0                                                      | 0.00%                           | 5,045                               | 5,045                                          |
| 3053 World 100                                                                | 0                                     | 2,000            | 2,000                                                  | 100.00%                         | 0                                   | 0                                              |
| 3992 Ntl. Jr. Team Program Support                                            | 0                                     | 10,925           | 10,925                                                 | 100.00%                         | 6,993                               | 6,993                                          |
| Program Group Total                                                           | 182,752                               | 160,025          | (22,727)                                               | -14.20%                         | 16,011                              | (166,741)                                      |
| Open Water Programs                                                           |                                       |                  |                                                        |                                 |                                     |                                                |
| 3040 FINA Open Water Jr. Championships                                        | 2,240                                 | 36,025           | 33,785                                                 | 93.78%                          | 0                                   | (2,240)                                        |
| 3060 Open Water Olympic Games                                                 | 46,641                                | 49,700           | 3,059                                                  | 6.16%                           | 0                                   | (46,641)                                       |
| 3065 Open Water World Cup                                                     | 0                                     | 25,000           | 25,000                                                 | 100.00%                         | 50,253                              | 50,253                                         |
| 3067 Open Water Camps<br>3495 Open Water Program Support                      | 29,485<br>13,880                      | 5,000<br>9,650   | (24,485)<br>(4,230)                                    | -489.69%<br>-43.84%             | 1,617<br>3,059                      | (27,868)<br>(10,821)                           |
| Program Group Total                                                           | 92,245                                | 125,375          | 33,130 -                                               | <u>-43.84%</u><br><b>26.42%</b> | 54,929                              | (37,316)                                       |
| Trogram Group Total                                                           | 32,240                                | 120,070          | 33,130                                                 | 20.42/0                         | 04,323                              | (07,010)                                       |
| Camps                                                                         |                                       |                  |                                                        |                                 |                                     |                                                |
| 3005 Olympic Games Prep Camps                                                 | 1,404,622                             | 1,142,260        | (262,362)                                              | -22.97%                         | 0                                   | (1,404,622)                                    |
| 3069 National Team Specialty Camps                                            | 0                                     | 15,000           | 15,000                                                 | 100.00%                         | 17,750                              | 17,750                                         |
| 3071 Altitude Training Camps<br>3073 National Team Camps                      | 375<br>580                            | 20,000<br>15,000 | 19,625<br>14,420                                       | 98.13%<br>96.13%                | 9,176<br>12,338                     | 8,801<br>11,758                                |
| 3518 Altitude Camps                                                           | 0                                     | 250,000          | 250,000                                                | 100.00%                         | 159,834                             | 159,834                                        |
| 3479 Advance Team Visits                                                      | 0                                     | 6,170            | 6,170                                                  | 100.00%                         | 4,874                               | 4,874                                          |
| Program Group Total                                                           | 1,405,577                             | 1,448,430        | 42,853                                                 | 2.96%                           | 203,972                             | (1,201,605)                                    |
| Athlete Services                                                              |                                       |                  |                                                        |                                 |                                     |                                                |
| Athlete Services 3101 Athlete Support-Stipends & Grants                       | 1,645,971                             | 1,997,220        | 351,249                                                | 17.59%                          | 1,330,167                           | (315,804)                                      |
| JIVI AHIELE JUPPULI-JUPEIUS & GIGILIS                                         | 1,040,371                             | 1,337,420        | 331,249                                                | 17.53/0                         | 1,330,107                           |                                                |
| 3100 USOPC Covid 19 Support Grant                                             | 124,084                               | 0                | (124,084)                                              | 0.00%                           | 0                                   | (124,084)                                      |

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|                                                  | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|--------------------------------------------------|---------------------------------------|----------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| 3103 Athlete Support-Medals & Records            | 982,187                               | 1,010,000      | 27,813                                                 | 2.75%                  | 0                                   | (982,187)                                      |
| 3107 Athlete Support-Op Gold Qualification Bonus | 570,313                               | 573,000        | 2,688                                                  | 0.47%                  | 6,000                               | (564,313)                                      |
| 3025 Pro Swim Series Athlete Support             | 337,053                               | 325,000        | (12,053)                                               | -3.71%                 | 260,494                             | (76,560)                                       |
| 3021 World Cup Athlete Support                   | 2,576                                 | 1,000          | (1,576)                                                | -157.64%               | 0                                   | (2,576)                                        |
| 3127 National Team Investment Grant              | 0                                     | 0              | 0                                                      | 0.00%                  | 102,936                             | 102,936                                        |
| 3106 Phillips 66 Athlete Support                 | 72,510                                | 100,000        | 27,490                                                 | 27.49%                 | 2,500                               | (70,010)                                       |
| 3110 National Team Uniforming (VIK)              | 156,291                               | 75,000         | (81,291)                                               | -108.39%               | 156,291                             | 0                                              |
| 3130 Foundation Travel & Training                | 5,500                                 | 50,000         | 44,500                                                 | 89.00%                 | 42,400                              | 36,900                                         |
| 3131 Foundation Athlete Endowments               | 135,750                               | 80,000         | (55,750)                                               | -69.69%                | 38,751                              | (96,999)                                       |
| 3453 Drug Control Program                        | 7,113                                 | 19,650         | `12,537 <sup>´</sup>                                   | 63.80%                 | 3,396                               | (3,717)                                        |
| Program Group Total                              | 4,039,348                             | 4,230,870      | 191,522                                                | 4.53%                  | 1,942,934                           | (2,096,413)                                    |
| Coach Services                                   |                                       |                |                                                        |                        |                                     |                                                |
| 3203 Coach Incentive & Reward Program            | 0                                     | 330,000        | 330,000                                                | 100.00%                | 0                                   | 0                                              |
| 3210 Olympic Team Prep - Coaches                 | 50,412                                | 50,000         | (412)                                                  | -0.82%                 | 45,000                              | (5,412)                                        |
| 3220 Contract Labor - National Team Tech Advisor | 30,412<br>0                           | 0,000          | (412)                                                  | 0.00%                  | 42,087                              | 42,087                                         |
| 3222 National Team Consultant                    | 0                                     | 0              | 0                                                      | 0.00%                  | 20,141                              | 20,141                                         |
| 3010 Coach Education                             | 0                                     | 0              | 0                                                      | 0.00%                  | 4,785                               | 4,785                                          |
| 3077 National Team Coaches Meeting               | 0                                     | 500            | 500                                                    | 100.00%                | 4,703                               | 4,703                                          |
|                                                  | 50,412                                | _              |                                                        | 86.75%                 | 112,014                             | 61,602                                         |
| Program Group Total                              | 50,412                                | 380,500        | 330,088                                                | 00.75%                 | 112,014                             | 01,002                                         |
| High Performance Support                         |                                       |                |                                                        |                        |                                     |                                                |
| 3301 National Team Performance Support           | 60,289                                | 101,320        | 41,031                                                 | 40.50%                 | 48,815                              | (11,474)                                       |
| 3310 USOPC Practitioner Travel Support           | 6,716                                 | 18,700         | 11,984                                                 | 64.09%                 | 7,289                               | 573                                            |
| Program Group Total                              | 67,005                                | 120,020        | 53,015                                                 | 44.17%                 | 56,104                              | (10,902)                                       |
| Sport Medicine & Science                         |                                       |                |                                                        |                        |                                     |                                                |
| 3201 Athletes and Coach Wellness Programs        | 55,680                                | 50,000         | (5,680)                                                | -11.36%                | 31,259                              | (24,422)                                       |
| 3353 Sport Medicine & Science Network            | 59,751                                | 44,900         | (14,851)                                               | -33.07%                | 53,222                              | (6,529)                                        |
| 3155 Elite Athlete Accident Coverage             | 24,300                                | 36,000         | 11,700                                                 | 32.50%                 | 35,698                              | 11,398                                         |
| 3200 Athlete Life Skills                         | 350                                   | 0              | (350)                                                  | 0.00%                  | 100                                 | (250)                                          |
| 3351 Athlete Testing & Lab Expenses              | 215                                   | 10,000         | 9,785                                                  | 97.85%                 | 8,816                               | 8,601                                          |
| 3390 Sport Medicine & Science Program Support    | 12,443                                | 19,000         | 6,557                                                  | 34.51%                 | 8,445                               | (3,998)                                        |
| Program Group Total                              | 152,739                               | 159,900        | 7,161                                                  | 4.48%                  | 137,539                             | (15,200)                                       |
| Other Programs and Services                      |                                       |                |                                                        |                        |                                     |                                                |
| 3481 National Team Equipment                     | 9,560                                 | 15,500         | 5,940                                                  | 38.32%                 | 12,724                              | 3,164                                          |
| 3499 Team Management Technology                  | 8,535                                 | 0              | (8,535)                                                | 0.00%                  | 69,149                              | 60,615                                         |
| Program Group Total                              | 18,095                                | 15,500         | (2,595)                                                | -16.74%                | 81,874                              | 63,779                                         |

|                                                                             | Nine Months<br>Year To Date | 2021                 | Variance<br>Nine Months vs.<br>Twelve Months | Variance          | Nine Months<br>Year To Date | Fav/(Unfav)<br>Nine Months<br>2020 vs. |
|-----------------------------------------------------------------------------|-----------------------------|----------------------|----------------------------------------------|-------------------|-----------------------------|----------------------------------------|
| <b>0</b>                                                                    | Actual                      | Budget               | Budget                                       | Percentage        | 2020                        | 2021                                   |
| Committees 3846 Sports Medicine                                             | 0                           | 500                  | 500                                          | 100.00%           | 0                           | 0                                      |
| 3868 Open Water Committee                                                   | 0                           | 500                  | 500                                          | 100.00%           | 35                          | 35                                     |
| 3882 National Steering                                                      | 0                           | 500                  | 500                                          | 100.00%           | 1,441                       | 1,441                                  |
| 3888 National Team Athlete                                                  | 0                           | 0                    | 0                                            | 0.00%             | 103                         | 103                                    |
| Program Group Total                                                         | 0                           | 1,500                | 1,500                                        | 100.00%           | 1,579                       | 1,579                                  |
| Administration                                                              |                             |                      |                                              |                   |                             |                                        |
| 3990 Administration & Operational Support 3999 Salary and Benefits          | 216,663<br>1,065,772        | 266,100<br>1,774,629 | 49,437<br>708,857                            | 18.58%<br>39.94%  | 174,403<br>1,209,963        | (42,259)<br>144,191                    |
| Program Group Total                                                         | 1,282,435                   | 2,040,729            | 758,294                                      | 37.16%            | 1,384,367                   | 101,932                                |
| TOTAL NATIONAL TEAM                                                         | 7,489,861                   | 9,400,649            | 1,910,788                                    | 20.33%            | 3,991,323                   | (3,498,538)                            |
|                                                                             |                             |                      |                                              |                   |                             |                                        |
| SPORT DEVELOPMENT                                                           |                             |                      |                                              |                   |                             |                                        |
| Athlete Development Programs 1117 LSC Camps                                 | \$89                        | \$4,700              | \$4,611                                      | 98.11%            | \$279                       | \$190                                  |
| 1118 Zone Select Camps                                                      | 27,743                      | 152,960              | 125,217                                      | 81.86%            | 6,716                       | (21,027)                               |
| 1119 National Select Camps                                                  | 8,818                       | 107,630              | 98,812                                       | 91.81%            | 21                          | (8,797)                                |
| 1120 Camp (VIK)                                                             | 0                           | 25,000               | 25,000                                       | 100.00%           | 1,965                       | 1,965                                  |
| 1135 Tech Services Support                                                  | 0                           | 2,900                | 2,900                                        | 100.00%           | 0                           | (07,000)                               |
| Program Group Total                                                         | 36,650                      | 293,190              | 256,540                                      | 87.50%            | 8,982                       | (27,668)                               |
| Coach Education and Development                                             |                             |                      |                                              |                   |                             |                                        |
| 1213 Coach Education Development                                            | 23,497                      | 42,800               | 19,303                                       | 45.10%            | 18,009                      | (5,488)                                |
| 1231 USA-S Hosted Coaches Clinics 1233 Disability Swimming Coaches Workshop | 4,266<br>0                  | 70,550<br>8,160      | 66,285<br>8,160                              | 93.95%<br>100.00% | 4,188<br>0                  | (78)<br>0                              |
| 1237 Non-USAS Clinic Participation                                          | 4,002                       | 15,000               | 10,998                                       | 73.32%            | 4,109                       | 107                                    |
| 1240 Online Coach Clinics/Podcasts                                          | 108                         | 8,966                | 8,858                                        | 98.80%            | 4,969                       | 4,861                                  |
| 1242 Coach Mentoring                                                        | 8,295                       | 70,000               | 61,705                                       | 88.15%            | 17,550                      | 9,254                                  |
| 1245 Master Coach Program 1290 Travel & Program Support                     | 3,400                       | 0<br>80,000          | (3,400)                                      | 0.00%<br>74.58%   | 0<br>20.776                 | (3,400)                                |
| Program Group Total                                                         | 20,338<br>63,906            | 295,476              | 59,662<br>231,570                            | 78.37%            | 20,776<br><b>69,600</b>     | 438_<br>5,694                          |
| r rogram croup rotal                                                        | 00,000                      | 200,                 | 201,010                                      | 7 0.07 70         | 33,333                      | 0,00                                   |
| Club Education and Development                                              |                             |                      |                                              |                   |                             |                                        |
| 1302 Club Excellence Program                                                | 201,472                     | 209,000              | 7,528                                        | 3.60%             | 453,911                     | 252,439                                |
| 1305 Club Recognition Program 1311 Club Governance Programs                 | 0<br>10.012                 | 7,500<br>12,500      | 7,500<br>2.488                               | 100.00%<br>19.91% | 0<br>10.024                 | 0<br>13                                |
| 1314 Club Resources                                                         | (2,230)                     | 8,000                | 10,230                                       | 127.87%           | 27,403                      | 29,633                                 |
| 1332 Club Research Technology                                               | 1,618                       | 10,500               | 8,882                                        | 84.59%            | 10,420                      | 8,802                                  |
| 1390 Travel & Program Support                                               | 52,948                      | 69,000               | 16,052                                       | 23.26%            | 15,111                      | (37,836)                               |
| Program Group Total                                                         | 263,819                     | 316,500              | 52,681                                       | 16.64%            | 516,870                     | 253,051                                |

11/24/2021

|                                                                            | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget    | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|----------------------------------------------------------------------------|---------------------------------------|-------------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| Member Programs                                                            |                                       |                   |                                                        |                        |                                     |                                                |
| 1411 Member Dues and Services                                              | 1,583                                 | 256,500           | 254,917                                                | 99.38%                 | 9,203                               | 7,620                                          |
| 1418 Legacy SWIMS Depreciation                                             | 186,434<br>0                          | 200,000<br>18,000 | 13,566<br>18,000                                       | 6.78%<br>100.00%       | 140,841<br>0                        | (45,593)<br>0                                  |
| 1430 Athlete Leadership Camps/Grants 1431 Swimposium                       | 4,200                                 | 53,000            | 48,800                                                 | 92.08%                 | 6,450                               | 2,250                                          |
| 1429 Zone Workshops                                                        | 3,500                                 | 229,000           | 225,500                                                | 98.47%                 | 1,250                               | (2,250)                                        |
| 1434 Membership Technology                                                 | 105,611                               | 140,000           | 34,389                                                 | 24.56%                 | 86,914                              | (18,697 <u>)</u>                               |
| Program Group Total                                                        | 301,328                               | 896,500           | 595,172                                                | 66.39%                 | 244,658                             | (56,670)                                       |
| LSC Development & Education                                                |                                       |                   |                                                        |                        |                                     |                                                |
| 1470 LSC Consulting                                                        | 45,000                                | 22,900            | (22,100)                                               | -96.51%                | 32,323                              | (12,677)                                       |
| 1475 LEAP Program<br>1481 Leadership Workshops                             | 0                                     | 0<br>8,970        | 0<br>8,970                                             | 0.00%<br>100.00%       | 21,746<br>1,808                     | 21,746<br>1,808                                |
| ·                                                                          |                                       |                   |                                                        |                        |                                     |                                                |
| Program Group Total                                                        | 45,000                                | 31,870            | (13,130)                                               | -41.20%                | 55,878                              | 10,878                                         |
| Facilities Advocacy & Development                                          |                                       |                   |                                                        |                        |                                     |                                                |
| 1505 Build a Pool Conference                                               | 18                                    | 0                 | (18)                                                   | 0.00%                  | 22,743                              | 22,725                                         |
| 1590 Travel & Program Support                                              | 72,000                                | 96,000            | 24,000                                                 | 25.00%                 | 90,000                              | 18,000                                         |
| Program Group Total                                                        | 72,018                                | 96,000            | 23,982                                                 | 24.98%                 | 112,743                             | 40,725                                         |
| DEI Management & Support                                                   |                                       |                   |                                                        |                        |                                     |                                                |
| 1638 DEI Management Support                                                | 17,472                                | 106,550           | 89,078                                                 | 83.60%                 | 7,198                               | (10,274)                                       |
| 1640 Community Swim Team Development<br>1645 Regional DEI Camps & Meetings | 6,525<br>6,941                        | 70,554<br>75,000  | 64,029<br>68,059                                       | 90.75%<br>90.75%       | 7,836<br>9,863                      | 1,311<br>2,922                                 |
| 1651 DEI VIK                                                               | 13,951                                | 15,000            | 1,049                                                  | 6.99%                  | 9,863<br>17,890                     | 3,939                                          |
| 1665 DEI Select Camp                                                       | 31,440                                | 75,220            | 43,780                                                 | 58.20%                 | 7,957                               | (23,483)                                       |
| Program Group Total                                                        | 76,329                                | 342,324           | 265,995                                                | 77.70%                 | 50,744                              | (25,584)                                       |
| Safe Sport                                                                 |                                       |                   |                                                        |                        |                                     |                                                |
| 1735 Safe Sport - Background Checks                                        | 216                                   | 600               | 384                                                    | 63.93%                 | 585                                 | 369                                            |
| 1775 Safe Sport Online Education                                           | 39,393                                | 72,700            | 33,307                                                 | 45.81%                 | 42,369                              | 2,977                                          |
| 1786 Safe Sport Athlete Fellowship                                         | 0                                     | 0                 | 0<br>394                                               | 0.00%                  | 3,007                               | 3,007                                          |
| 1785 Safe Sport Programs 1787 Safe Sport - USOPC Center for Safe Sport     | 83,606<br>182,961                     | 84,000<br>300,000 | 117,039                                                | 0.47%<br>39.01%        | 119,410<br>188,438                  | 35,804<br>5,477                                |
| 1788 Safe Sport - Leadership Conference                                    | 0                                     | 0                 | 0                                                      | 0.00%                  | 19                                  | 19                                             |
| 1789 Safe Sport - SwimAssist                                               | 38,935                                | 100,000           | 61,065                                                 | 61.07%                 | 91,729                              | 52,794                                         |
| Program Group Total                                                        | 345,110                               | 557,300           | 212,190                                                | 38.07%                 | 445,557                             | 100,447                                        |
| Committees                                                                 |                                       |                   |                                                        |                        |                                     |                                                |
| 1810 Safe Sport                                                            | 0                                     | 250               | 250                                                    | 100.00%                | 0                                   | 0                                              |
| 1823 Workshop Education                                                    | 0                                     | 500               | 500                                                    | 100.00%                | 0                                   | 0                                              |
| 1830 LSC Development                                                       | 0                                     | 550               | 550                                                    | 100.00%                | 0                                   | 0                                              |

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### **USA Swimming, Inc.**

### Quarterly Statement of Expenses - By Program For the Nine Months Ended September 30, 2021

|                                                              | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget    | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|--------------------------------------------------------------|---------------------------------------|-------------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| 1841 Disability Swimming                                     | 0                                     | 250               | 250                                                    | 100.00%                | 55                                  | 55                                             |
| 1842 DEI                                                     | 0                                     | 250               | 250                                                    | 100.00%                | 0                                   | 0                                              |
| 1851 Age Group Development                                   | 0                                     | 250               | 250                                                    | 100.00%                | 0                                   | 0                                              |
| 1856 Club Development                                        | 0                                     | 250               | 250                                                    | 100.00%                | 0                                   | 0                                              |
| 1857 Times & Recognition                                     | 279                                   | 12,500            | 12,221                                                 | 97.77%                 | 2,624                               | 2,344                                          |
| 1885 Senior Development<br>1887 Athletes Executive           | 0<br>159                              | 250<br>500        | 250<br>341                                             | 100.00%<br>68.13%      | 0<br>331                            | 0<br>172                                       |
|                                                              |                                       |                   |                                                        |                        |                                     |                                                |
| Program Group Total                                          | 438                                   | 15,550            | 15,112                                                 | 97.18%                 | 3,009                               | 2,571                                          |
| Administration                                               |                                       |                   |                                                        |                        |                                     |                                                |
| 1990 Administration & Operational Support                    | 288,122                               | 389,030           | 100,908                                                | 25.94%                 | 266,355                             | (21,767)                                       |
| 1999 Salary and Benefits                                     | 1,617,199                             | 2,450,234         | 833,035                                                | 34.00%                 | 2,052,503                           | 435,304                                        |
| Program Group Total                                          | 1,905,321                             | 2,839,264         | 933,943                                                | 32.89%                 | 2,318,858                           | 413,537                                        |
| TOTAL SPORT DEVELOPMENT                                      | 3,109,920                             | 5,683,974         | 2,574,054                                              | 45.29%                 | 3,826,900                           | 716,980                                        |
| EVENT OPERATIONS  Events                                     |                                       |                   |                                                        |                        |                                     |                                                |
| 2005 Olympic Trials                                          | 58,069                                | 31,630            | (26,439)                                               | -83.59%                | 446                                 | (57,623)                                       |
| 2018 US Open (frmly Winter National Champs)                  | 776                                   | 118,444           | 117,668                                                | 99.35%                 | 1,997                               | 1,221                                          |
| 2019 National Championships/Trials                           | 877                                   | 0                 | (877)                                                  | 0.00%                  | 1,880                               | 1,003                                          |
| 2023 Speedo Summer Champs (Frmly Invitational & US           | 62.040                                | 60.000            | 7.074                                                  | 11 060/                | 1 000                               | (60,006)                                       |
| Open)<br>2025 Pro Swim Series                                | 62,049<br>277,937                     | 69,923<br>165,970 | 7,874<br>(111,967)                                     | 11.26%<br>-67.46%      | 1,823<br>140,746                    | (60,226)<br>(137,191)                          |
| 2027 Speedo Sectionals                                       | 100,536                               | 123,200           | 22,664                                                 | 18.40%                 | 99,914                              | (622)                                          |
| 2028 IM Xtreme Games                                         | 0                                     | 0                 | 0                                                      | 0.00%                  | 4,000                               | 4,000                                          |
| 2029 Zone Championships                                      | 40,000                                | 56,000            | 16,000                                                 | 28.57%                 | 12,500                              | (27,500)                                       |
| 2032 Spring Cup 18-Under                                     | 33,933                                | 0                 | (33,933)                                               | 0.00%                  | 0                                   | (33,933)                                       |
| 2035 Futures Championships                                   | 46,842                                | 0                 | (46,842)                                               | 0.00%                  | 0                                   | (46,842)                                       |
| 2050 Jr. NTL. Champ. (Winter SC) & Long Course Inv.          | 2,542                                 | 87,941            | 85,399                                                 | 97.11%                 | 126                                 | (2,415)                                        |
| 2069 Open Water Championships                                | 74,470                                | 59,598            | (14,872)                                               | -24.95%                | 10,469                              | (64,001)                                       |
| 2077 National Events Uniforming VIK                          | 0                                     | 40,000            | 40,000                                                 | 100.00%                | 0                                   | (2.044)                                        |
| 2076 Bag Tags VIK<br>2716 Omega Timing Systems VIK           | 3,662<br>0                            | 10,000<br>400,000 | 6,338<br>400,000                                       | 63.38%<br>100.00%      | 18<br>0                             | (3,644)<br>0                                   |
| Program Group Total                                          | 701,693                               | 1,162,706         | 461,013                                                | 39.65%                 | 273,919                             | (427,774)                                      |
|                                                              | ,                                     | .,,               | ,                                                      |                        | _, ,,,,,,                           | ( , ,                                          |
| Member Programs - Officials                                  |                                       |                   |                                                        |                        |                                     |                                                |
| 2433 Officials Training Sessions                             | 0                                     | 52,950            | 52,950                                                 | 100.00%                | 555                                 | 555                                            |
| 2437 Officials Online Testing                                | 0                                     | 825               | 825                                                    | 100.00%                | 0                                   | 0                                              |
| 2438 Officials Certification Program                         | 0                                     | 3,900             | 3,900                                                  | 100.00%                | 0                                   | 0                                              |
| 2439 Officials Video                                         | 0                                     | 6,000             | 6,000                                                  | 100.00%                | 0                                   | 0                                              |
| 2440 Officials Clinic<br>2441 Officials International Travel | 415                                   | 29,888<br>12,600  | 29,888<br>12,185                                       | 100.00%<br>96.71%      | 232<br>0                            | 232<br>(415)                                   |
| 2450 Officials Mentoring & Training                          | 89                                    | 1,500             | 1,411                                                  | 94.07%                 | 495                                 | 406                                            |
| 2.00 Simulato mornorning a Training                          |                                       | 1,000             |                                                        | J-1.07 /0              |                                     |                                                |

2021

**Nine Months** 

Year To Date

Variance

Nine Months vs.

**Twelve Months** 

|                                                                                                      | Year 10 Date Actual | 2021<br>Budget   | Budget            | Percentage         | Year 10 Date 2020 | 2020 Vs.<br>2021 |
|------------------------------------------------------------------------------------------------------|---------------------|------------------|-------------------|--------------------|-------------------|------------------|
| Program Group Total                                                                                  | 504                 | 107,663          | 107,159           | 99.53%             | 1,282             | 778              |
| Other Programs and Services                                                                          |                     |                  |                   |                    |                   |                  |
| 2501 Publications and Video Sales                                                                    | 6,174               | 24,000           | 17,826            | 74.28%             | 8,624             | 2,451            |
| 2502 Mailing Service                                                                                 | 0                   | 200              | 200               | 100.00%            | 00.615            | 0<br>67.117      |
| 2423 Rulebook<br>2498 Awards                                                                         | 23,498<br>825       | 11,200<br>5,000  | (12,298)<br>4,175 | -109.80%<br>83.50% | 90,615<br>5,227   | 67,117<br>4,402  |
| 2505 Trials Hospitality                                                                              | 1,728               | 17,300           | 15,572            | 90.01%             | 560               | (1,168)          |
| 2519 Times Projects                                                                                  | 7,804               | 23,400           | 15,596            | 66.65%             | 26,388            | 18,584           |
| 2715 TV/Web Cast Production                                                                          | 708,209             | 523,474          | (184,735)         | -35.29%            | 226,187           | (482,021)        |
| Program Group Total                                                                                  | 748,237             | 604,574          | (143,663)         | -23.76%            | 357,601           | (390,636)        |
| Committees & Governance                                                                              |                     |                  |                   |                    |                   |                  |
| 2801 Annual Business Meeting (formerly Convention) 2802 Annual Business Meeting - Athletes (formerly | 106,803             | 39,900           | (66,903)          | -167.68%           | 42,475            | (64,327)         |
| Convention-Athletes)                                                                                 | 0                   | 6,500            | 6,500             | 100.00%            | 0                 | 0                |
| 2825 Registration / Membership                                                                       | 14                  | 500              | 486               | 97.11%             | 11                | (3)              |
| 2835 Credentials / Elections                                                                         | 0<br>434            | 500<br>17,500    | 500<br>17,066     | 100.00%<br>97.52%  | 0<br>1,171        | 0<br>737         |
| 2836 Rules and Regulations<br>2866 Officials                                                         | 434                 | 500              | 500               | 100.00%            | 7,755             | 7,755            |
| Program Group Total                                                                                  | 107,251             | 65,400           | (41,851)          | -63.99%            | 51,413            | (55,838)         |
| Administration                                                                                       |                     |                  |                   |                    |                   |                  |
| 2990 Administration & Operational Support                                                            | 140,484             | 194,780          | 54,296            | 27.88%             | 103,590           | (36,893)         |
| 2999 Salary and Benefits                                                                             | 724,158             | 1,049,951        | 325,793           | 31.03%             | 751,641           | 27,483           |
| Program Group Total                                                                                  | 864,642             | 1,244,731        | 380,089           | 30.54%             | 855,231           | (9,410)          |
| TOTAL EVENT OPERATIONS                                                                               | 2,422,326           | 3,185,074        | 762,748           | 23.95%             | 1,539,447         | (882,880)        |
| TOTAL TECHNICAL/SPORT                                                                                | 13,022,108          | 18,269,697       | 5,247,589         | 28.72%             | 9,357,671         | (3,664,437)      |
| OTHER PROGRAMS:                                                                                      |                     |                  |                   |                    |                   |                  |
| COMMERCIAL                                                                                           |                     |                  |                   |                    |                   |                  |
| Partnerships & Event Marketing                                                                       |                     |                  |                   |                    |                   |                  |
| 5901 Servicing                                                                                       | 106,222             | 75,000           | (31,222)          | -41.63%            | 51,308            | (54,914)         |
| 5900 Contractuals                                                                                    | 88,866              | 220,000          | 131,134           | 59.61%             | 139,730           | 50,864           |
| 5905 Sales Development Support                                                                       | 10,750              | 17,000           | 6,250             | 36.76%             | 0                 | (10,750)         |
| 5916 Sigma Gamma Rho                                                                                 | 676                 | 34,000           | 33,324            | 98.01%             | 3,690             | 3,014            |
| 5620 Family Program                                                                                  | 27,600              | 25,000           | (2,600)           | -10.40%            | 27,652            | 52               |
| 5709 Nationals Marketing                                                                             | 0                   | 69,520           | 69,520            | 100.00%            | 0                 | 0                |
| 5760 Jr Nationals Marketing<br>5762 Pro Swim Series Marketing                                        | 0<br>14,900         | 13,000<br>81,210 | 13,000<br>66,310  | 100.00%<br>81.65%  | 0<br>153,936      | 0<br>139,036     |
| 3702 1 10 Owilli Delies Marketing                                                                    | 14,900              | 01,210           | 00,310            | 01.03/0            | 155,350           |                  |
|                                                                                                      |                     | Dama 44 a        | £ 4.7             |                    |                   | 11/24/2          |

2021

Fav/(Unfav)

Nine Months

2020 vs.

**Nine Months** 

Year To Date

Variance

|                                                                                                                                                                    | Nine Months<br>Year To Date<br>Actual     | 2021<br>Budget                              | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage                       | Nine Months<br>Year To Date<br>2020             | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------------------------------------------|--------------------------------------------------------|----------------------------------------------|-------------------------------------------------|----------------------------------------------------|
| 5764 US Open Marketing                                                                                                                                             | 7,642                                     | 74,065                                      | 66,423                                                 | 89.68%                                       | 0                                               | (7,642)                                            |
| 5902 Merchandise Program                                                                                                                                           | 53,004                                    | 54,400                                      | 1,396                                                  | 2.57%                                        | 5,128                                           | (47,876)                                           |
| 5911 Aqua Zone - Olympic Trials                                                                                                                                    | 973,146                                   | 900,000                                     | (73,146)                                               | -8.13%                                       | 7,312                                           | (965,834)                                          |
| Program Group Total                                                                                                                                                | 1,282,806                                 | 1,563,195                                   | 280,389                                                | 17.94%                                       | 388,756                                         | (894,050)                                          |
| Communications 5109 Athlete Partnership Fulfillment 5711 Splash Magazine 5722 Social Media Aggregation 5714 PR-USA Swimming Programs 5724 Communication Operations | 9,068<br>158,217<br>8,000<br>0<br>233,860 | 60,000<br>275,000<br>20,000<br>0<br>250,000 | 50,932<br>116,783<br>12,000<br>0<br>16,140             | 84.89%<br>42.47%<br>60.00%<br>0.00%<br>6.46% | 5,883<br>361,159<br>25,787<br>76,463<br>136,286 | (3,185)<br>202,942<br>17,787<br>76,463<br>(97,574) |
| Program Group Total                                                                                                                                                | 409,146                                   | 605,000                                     | 195,854                                                | 32.37%                                       | 605,579                                         | 196,433                                            |
| Creative Services 5710 Membership/Recruiting Promotion 5730 USA Swimming Productions Program Group Total                                                           | 527<br>509,746<br>510,272                 | 35,000<br>240,000<br>275,000                | 34,473<br>(269,746)<br>(235,272)                       | 98.50%<br>-112.39%<br>-85.55%                | 58,355<br>285,266<br>343,622                    | 57,829<br>(224,479)<br>(166,651)                   |
| Business Intelligence & Digital Platforms                                                                                                                          |                                           |                                             |                                                        |                                              |                                                 |                                                    |
| 5713 Deck Pass                                                                                                                                                     | 46,261                                    | 61,000                                      | 14,739                                                 | 24.16%                                       | 49,747                                          | 3,486                                              |
| 5716 Swimjitsu                                                                                                                                                     | 3,081                                     | 0                                           | (3,081)                                                | 0.00%                                        | 8,152                                           | 5,071                                              |
| 5725 Customer Relations Management<br>5726 Business Intelligence                                                                                                   | 1,440<br>312,785                          | 0<br>350,000                                | (1,440)<br>37,215                                      | 0.00%<br>10.63%                              | 0                                               | (1,440)<br>(312,785)                               |
| 5718 usaswimming.org - Web site                                                                                                                                    | 435,639                                   | 540,000                                     | 104,361                                                | 19.33%                                       | 388,199                                         | (47,440)                                           |
| or to accomming any                                                                                                                                                | 799,207                                   | 951,000                                     | 151,793                                                | 15.96%                                       | 446,098                                         | (353,108)                                          |
| Administration                                                                                                                                                     |                                           |                                             |                                                        |                                              |                                                 |                                                    |
| 5990 Administration & Operational Support                                                                                                                          | 256,807                                   | 270,000                                     | 13,193                                                 | 4.89%                                        | 214,074                                         | (42,733)                                           |
| 5999 Salary and Benefits                                                                                                                                           | 1,356,148                                 | 1,980,135                                   | 623,987                                                | 31.51%                                       | 1,611,882                                       | <u>255,734</u>                                     |
| Program Group Total                                                                                                                                                | 1,612,955                                 | 2,250,135                                   | 637,180                                                | 28.32%                                       | 1,825,956                                       | 213,001                                            |
| TOTAL COMMERCIAL                                                                                                                                                   | 4,614,387                                 | 5,644,330                                   | 1,029,943                                              | 18.25%                                       | 3,610,011                                       | (1,004,376)                                        |
| RISK MANAGEMENT / INSURANCE Member Programs 9413 Member Insurance Premiums & Retention 9415 Other Risk Management                                                  | 3,568,350<br>0                            | 4,328,450<br>3,700                          | 760,100<br>3,700                                       | 17.56%<br>100.00%                            | 2,384,907<br>0                                  | (1,183,443)<br>0                                   |
| Program Group Total                                                                                                                                                | 3,568,350                                 | 4,332,150                                   | 763,800                                                | 17.63%                                       | 2,384,907                                       | (1,183,443)                                        |
| ,                                                                                                                                                                  | ,,                                        | , ,                                         | ,,                                                     |                                              | , ,                                             | ( ) / -/                                           |
| Committees 9827 Operational Risk Committee                                                                                                                         | 0                                         | 500                                         | 500                                                    | 100.00%                                      | 0                                               | 0                                                  |
| Program Group Total                                                                                                                                                |                                           |                                             |                                                        | 100.00%                                      | 0                                               |                                                    |
| r rogram Group rotal                                                                                                                                               | U                                         | 500                                         | 300                                                    | 100.0078                                     | U                                               | U                                                  |

|                                                                                                                                                                                                                                                                                                                                                                          | Nine Months<br>Year To Date<br>Actual                                                  | 2021<br>Budget                                                                              | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget                                           | Variance<br>Percentage                                                                            | Nine Months<br>Year To Date<br>2020                                                       | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Administration                                                                                                                                                                                                                                                                                                                                                           |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| 9490 Administration & Operational Support                                                                                                                                                                                                                                                                                                                                | 2,271                                                                                  | 14,500                                                                                      | 12,229                                                                                           | 84.34%                                                                                            | 2,511                                                                                     | 240                                                                                                |
| Program Group Total                                                                                                                                                                                                                                                                                                                                                      | 2,271                                                                                  | 14,500                                                                                      | 12,229                                                                                           | 84.34%                                                                                            | 2,511                                                                                     | 240                                                                                                |
| TOTAL RISK MANAGEMENT /                                                                                                                                                                                                                                                                                                                                                  |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| INSURANCE                                                                                                                                                                                                                                                                                                                                                                | 3,570,621                                                                              | 4,347,150                                                                                   | 776,529                                                                                          | 17.86%                                                                                            | 2,387,418                                                                                 | (1,183,203)                                                                                        |
| FOUNDATION SUPPORT                                                                                                                                                                                                                                                                                                                                                       | _                                                                                      |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           | _                                                                                                  |
| 6667 USA Swimming Staff Allocation                                                                                                                                                                                                                                                                                                                                       | 0                                                                                      | 449,414                                                                                     | 449,414                                                                                          | 100.00%                                                                                           | 0                                                                                         | 0                                                                                                  |
| TOTAL FOUNDATION SUPPORT                                                                                                                                                                                                                                                                                                                                                 | 0                                                                                      | 449,414                                                                                     | 449,414                                                                                          | 100.00%                                                                                           | 0                                                                                         | 0                                                                                                  |
| FOUNDATION - OTHER                                                                                                                                                                                                                                                                                                                                                       |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| TOTAL OTHER PROGRAMS                                                                                                                                                                                                                                                                                                                                                     | 8,185,007                                                                              | 10,440,894                                                                                  | 2,255,887                                                                                        | 21.61%                                                                                            | 5,997,429                                                                                 | (2,187,579)                                                                                        |
| SUPPORT DIVISIONS:                                                                                                                                                                                                                                                                                                                                                       |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| EXECUTIVE                                                                                                                                                                                                                                                                                                                                                                |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| Other Executive                                                                                                                                                                                                                                                                                                                                                          |                                                                                        |                                                                                             |                                                                                                  |                                                                                                   |                                                                                           |                                                                                                    |
| 7920 CEO Contingency                                                                                                                                                                                                                                                                                                                                                     | 52,220                                                                                 | 20,000                                                                                      | (32,220)                                                                                         | -161.10%                                                                                          | 20,697                                                                                    | (31,523)                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                          | E6 602                                                                                 | 40.000                                                                                      | (16 602)                                                                                         | /11 710/                                                                                          |                                                                                           |                                                                                                    |
| 7930 Board Chair Travel and Expenses                                                                                                                                                                                                                                                                                                                                     | 56,683<br>9.073                                                                        | 40,000<br>20.000                                                                            | (16,683)<br>10.927                                                                               | -41.71%<br>54.64%                                                                                 | 8,247<br>0                                                                                | (48,436)                                                                                           |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant                                                                                                                                                                                                                                                                           | 9,073<br>90,000                                                                        | 20,000<br>120,000                                                                           | `10,927 <sup>´</sup><br>30,000                                                                   | 54.64%<br>25.00%                                                                                  | 8,247<br>0<br>90,000                                                                      | (48,436)<br>(9,073)<br>0                                                                           |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic                                                                                                                                                                                                                                  | 9,073<br>90,000<br>24,853                                                              | 20,000<br>120,000<br>13,000                                                                 | `10,927 <sup>´</sup><br>30,000<br>(11,853)                                                       | 54.64%<br>25.00%<br>-91.18%                                                                       | 8,247<br>0<br>90,000<br>19,655                                                            | (48,436)<br>(9,073)<br>0<br>(5,198)                                                                |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l                                                                                                                                                                                       | 9,073<br>90,000<br>24,853<br>3,332                                                     | 20,000<br>120,000<br>13,000<br>6,000                                                        | 10,927<br>30,000<br>(11,853)<br>2,668                                                            | 54.64%<br>25.00%<br>-91.18%<br>44.46%                                                             | 8,247<br>0<br>90,000<br>19,655<br>2,978                                                   | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)                                                       |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic                                                                                                                                                                                                                                  | 9,073<br>90,000<br>24,853                                                              | 20,000<br>120,000<br>13,000                                                                 | `10,927 <sup>´</sup><br>30,000<br>(11,853)                                                       | 54.64%<br>25.00%<br>-91.18%                                                                       | 8,247<br>0<br>90,000<br>19,655                                                            | (48,436)<br>(9,073)<br>0<br>(5,198)                                                                |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance                                                                                                            | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967                                 | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000                                   | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)                                       | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%                                         | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970                               | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)                                |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance 7803 Board of Directors                                                                                    | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967                                 | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000                                   | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)                                       | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%                                         | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970                               | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)                                |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance 7803 Board of Directors 7806 Committee Chairs                                                              | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967<br>52,566<br>143                | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000<br>80,000<br>0                    | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)                                       | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%<br>34.29%<br>0.00%                      | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970                               | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)<br>(45,646)<br>(143)           |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance 7803 Board of Directors                                                                                    | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967                                 | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000                                   | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)                                       | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%                                         | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970                               | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)                                |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance 7803 Board of Directors 7806 Committee Chairs 7808 Task Force & Other Committees                           | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967<br>52,566<br>143<br>71,855      | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000<br>80,000<br>0<br>99,400          | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)<br>27,434<br>(143)<br>27,545          | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%<br>34.29%<br>0.00%<br>27.71%            | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970<br>6,920<br>0<br>112,005      | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)<br>(45,646)<br>(143)<br>40,151 |
| 7930 Board Chair Travel and Expenses 7931 Olympic Games Executive Contingency 7945 CSCAA Grant 7971 Organizational Relations - Domestic 7984 Organizational Relations - Internat'l 7981 International Relations  Program Group Total  Committees & Governance 7803 Board of Directors 7806 Committee Chairs 7808 Task Force & Other Committees 7820 Nominating Committee | 9,073<br>90,000<br>24,853<br>3,332<br>8,806<br>244,967<br>52,566<br>143<br>71,855<br>0 | 20,000<br>120,000<br>13,000<br>6,000<br>20,000<br>239,000<br>80,000<br>0<br>99,400<br>2,500 | 10,927<br>30,000<br>(11,853)<br>2,668<br>11,194<br>(5,967)<br>27,434<br>(143)<br>27,545<br>2,500 | 54.64%<br>25.00%<br>-91.18%<br>44.46%<br>55.97%<br>-2.50%<br>34.29%<br>0.00%<br>27.71%<br>100.00% | 8,247<br>0<br>90,000<br>19,655<br>2,978<br>4,393<br>145,970<br>6,920<br>0<br>112,005<br>0 | (48,436)<br>(9,073)<br>0<br>(5,198)<br>(354)<br>(4,413)<br>(98,996)<br>(45,646)<br>(143)<br>40,151 |

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|                                                                       | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|-----------------------------------------------------------------------|---------------------------------------|----------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| 7999 Salary and Benefits                                              | 619,554                               | 894,888        | 275,334                                                | 30.77%                 | 607,373                             | (12,181)                                       |
| Program Group Total                                                   | 709,579                               | 992,598        | 283,019                                                | 28.51%                 | 642,607                             | (66,972)                                       |
| TOTAL EXECUTIVE                                                       | 1,079,110                             | 1,413,498      | 334,388                                                | 23.66%                 | 907,503                             | (171,608)                                      |
| FINANCE                                                               |                                       |                |                                                        |                        |                                     |                                                |
| Other Programs                                                        |                                       |                |                                                        |                        |                                     |                                                |
| 8500 LSC/Club Financial Resources                                     |                                       | 0              | 0                                                      | 0.00%                  | 220                                 | 220                                            |
| Program Group Total                                                   | 0                                     | 0              | 0                                                      | 0.00%                  | 220                                 | 220                                            |
| Committees                                                            |                                       |                |                                                        |                        |                                     |                                                |
| Administration                                                        |                                       |                |                                                        |                        |                                     |                                                |
| 8100 Allocated Expenses                                               | 0<br>134,730                          | 0<br>175,800   | 0<br>41,070                                            | 0.00%                  | 47                                  | 47                                             |
| 8990 Administration & Operational Support<br>8999 Salary and Benefits | 530,478                               | 655,407        | 41,070<br>124,929                                      | 23.36%<br>19.06%       | 160,352<br>587,695                  | 25,622<br>57,217                               |
| Program Group Total                                                   | 665,208                               | 831,207        | 165,999                                                | 19.97%                 | 748,094                             | 82,886                                         |
| TOTAL FINANCE                                                         | 665,208                               | 831,207        | 165,999                                                | 19.97%                 | 748,314                             | 83,106                                         |
| BUSINESS AFFAIRS                                                      |                                       |                |                                                        |                        |                                     |                                                |
| Legal and NBR                                                         |                                       |                |                                                        |                        |                                     |                                                |
| 9695 Legal                                                            | 151,253                               | 200,000        | 48,747                                                 | 24.37%                 | 237,555                             | 86,302                                         |
| 9692 National Board of Review<br>9690 Legal - Admin. & Oper. Support  | 0<br>2,190                            | 0<br>1,500     | 0<br>(690)                                             | 0.00%<br>-46.03%       | 239,714<br>3,630                    | 239,714<br>1,439                               |
| Program Group Total                                                   | 153,444                               | 201,500        | 48,057                                                 | 23.85%                 | 480,898                             | 327,454                                        |
| , regram creap retain                                                 |                                       | _0.,000        |                                                        | _0.0070                | ,                                   | <b>0</b> _1,. <b>0</b> .                       |
| Other Programs                                                        |                                       |                |                                                        |                        |                                     |                                                |
| 9280 Human Resources                                                  | 62,792<br>0                           | 80,000         | 17,208                                                 | 21.51%                 | 64,366                              | 1,573                                          |
| 9290 Government Relations<br>9295 Information Technology Support      | 532,689                               | 679,148        | 146,459                                                | 0.00%<br>21.57%        | 23,428<br>509,456                   | 23,428<br>(23,233)                             |
| 9296 IT Capital                                                       | 66                                    | 0              | (66)                                                   | 0.00%                  | 0                                   | (66)                                           |
| Program Group Total                                                   | 595,547                               | 759,148        | 163,601                                                | 21.55%                 | 597,249                             | 1,702                                          |
| Administrative                                                        |                                       |                |                                                        |                        |                                     |                                                |
| 9990 Administration & Operational Support                             | 225,486                               | 253,150        | 27,664                                                 | 10.93%                 | 212,146                             | (13,341)                                       |
| 9999 Salary and Benefits                                              | 1,164,210                             | 1,800,512      | 636,302                                                | 35.34%                 | 1,855,429                           | 691,218                                        |
| Program Group Total                                                   | 1,389,697                             | 2,053,662      | 663,965                                                | 32.33%                 | 2,067,574                           | 677,878                                        |
| TOTAL BUSINESS AFFAIRS                                                | <b>2,138,687</b>                      | 3,014,310      | 875,623                                                | 29.05%                 | 3,145,721                           | 1,007,034                                      |

|                         | Nine Months<br>Year To Date<br>Actual | 2021<br>Budget | Variance<br>Nine Months vs.<br>Twelve Months<br>Budget | Variance<br>Percentage | Nine Months<br>Year To Date<br>2020 | Fav/(Unfav)<br>Nine Months<br>2020 vs.<br>2021 |
|-------------------------|---------------------------------------|----------------|--------------------------------------------------------|------------------------|-------------------------------------|------------------------------------------------|
| TOTAL SUPPORT DIVISIONS | 3,883,006                             | 5,259,015      | 1,376,009                                              | 26.16%                 | 4,801,538                           | 918,532                                        |
| GRAND TOTALS            | \$25,090,121                          | \$33,969,606   | \$8,879,485                                            | 26.14%                 | \$20,156,637                        | (\$4,933,484)                                  |

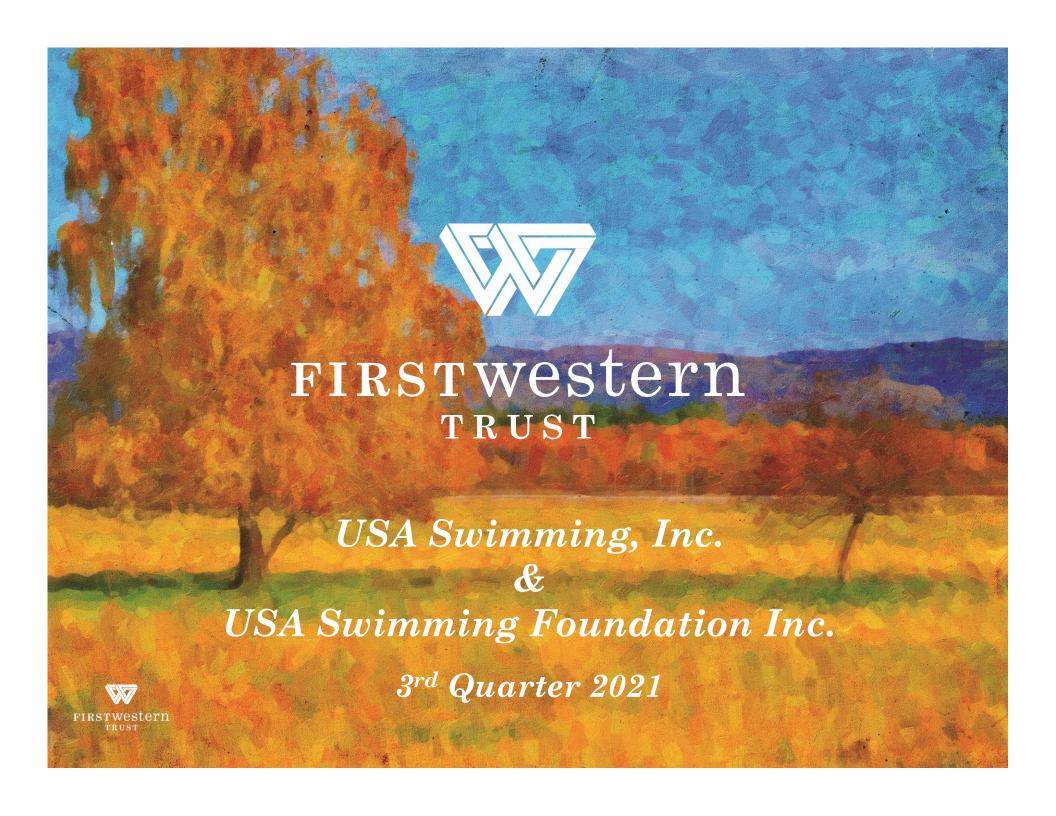
## USA Swimming, Inc. 2021 Budget vs. 2021 Projection Summary As of 11/16/2021

#### **BOARD APPROVED RESERVE INVESTMENTS - Cash Basis**

|                                             |      | pproved<br>Budget<br>2021 | Current<br>Projection<br>2021 | F  | Variance<br>avorable<br>nfavorable) |
|---------------------------------------------|------|---------------------------|-------------------------------|----|-------------------------------------|
| Operating Reserves:                         |      |                           |                               |    |                                     |
| Disaster Donations                          | \$   | (25,000)                  | \$<br>(25,000)                | \$ | -                                   |
| Board Designated Funds:                     |      |                           |                               |    |                                     |
| "Keeping Athletes First" (KAF) Initiative:  |      |                           |                               |    |                                     |
| Safe Sport (Club Rec, Staff Res & Prog Dev) |      | (999,438)                 | (366,490)                     |    | 632,948                             |
| Coach Education & LMS                       | (    | (1,155,411)               | (462,893)                     |    | 692,518                             |
| Online Member Registration                  | (    | (1,000,000)               | (1,491,527)                   |    | (491,527)                           |
| Legal                                       |      | -                         | (75,000)                      |    | (75,000)                            |
| USSIC Sale Letter of Credit                 | (    | (1,100,000)               | <br>(775,000)                 |    | 325,000                             |
| Total Board Approved Reserve Investments    | \$ ( | (4,279,849)               | \$<br>(3,195,910)             | \$ | 1,083,939                           |

# USA Swimming, Inc. Statement of Cash Flows For the Nine Months Ended September 30, 2021

|                                                           | <b>September 30, 2021</b> |              |  |
|-----------------------------------------------------------|---------------------------|--------------|--|
|                                                           | Quarter 3                 | YTD          |  |
| Operating activities:                                     |                           |              |  |
| Change in Net Assets                                      | \$ (5,231,332)            | \$ 7,323,715 |  |
| Adjustments to reconcile change in net assets             |                           |              |  |
| to net cash provided by operating activities:             |                           |              |  |
| Depreciation and amortization                             | 386,563                   | 1,194,793    |  |
| Net realized and unrealized (gains) losses on investments | 183,008                   | (2,319,133)  |  |
| Changes in operating assets and liabilities:              |                           |              |  |
| Accounts receivable                                       | (6,251,221)               | (5,289,915)  |  |
| Prepaid expenses and deferred changes                     | 86,382                    | 1,677,680    |  |
| Olympic Trials Joint Venture                              | -                         | -            |  |
| Accounts payable, accrued exp and other liabilities       | (394,572)                 | 889,874      |  |
| Deferred revenue                                          | 6,996,262                 | (5,348,637)  |  |
| Insurance Payable                                         | 192,750                   | 578,250      |  |
|                                                           |                           |              |  |
| Net cash provided by/(used in) operating activities       | 1,199,172                 | (8,617,088)  |  |
| recount provided by (about its) operating accounts        |                           | (0,017,000)  |  |
| Investing activities:                                     |                           |              |  |
| (Purchase)/Proceeds of Long-term investments, net         | 2,332,525                 | 1,833,423    |  |
| Decrease in prepaid rent                                  | 27,090                    | 80,191       |  |
| Acquisition/Disposal of property and equipment            | (469,300)                 | (1,215,479)  |  |
| requisition Bispoour of property and equipment            | (105,500)                 | (1,213,17)   |  |
| Net cash provided by/(used in) investing activities       | 1,890,315                 | 698,135      |  |
|                                                           |                           |              |  |
| Financing activities:                                     |                           |              |  |
| Proceeds from Line of Credit                              | -                         | _            |  |
|                                                           |                           |              |  |
| Net cash provided by/(used in) financing activities       | <u>-</u>                  | -            |  |
| 1.00 out. p.o. rates of (about its) interioring accounts  |                           |              |  |
| Net increase/(decrease) in cash & cash equivalents        | (2,141,845)               | (595,237)    |  |
| Cash & cash equivalents beginning of period               | 3,856,387                 | 2,309,779    |  |
|                                                           |                           |              |  |
| Cash & cash equivalents end of period                     | <u>\$ 1,714,542</u>       | \$ 1,714,542 |  |



# Your Agenda Items

- I. Economic Outlook
- II. Portfolio Review
- III. General Updates





# **Disclosures**

- 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.
- 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.
- 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.
- Past performance is not a guarantee of future results.
- These materials have been prepared solely for informational purposes based upon information generally available to the public from sources believed to be reliable.
- 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.

# Top of Mind

## The Good

- Economic Recovery. Remains intact, albeit slowing, as momentum from initial rebound dissipates.
- Employment. Continues to stabilize and improve.
   Unemployment rate at 4.8%.
- Vaccination Rates. Over 55% of US population now fully vaccinated. However, internationally, vaccination efforts continue to lag.
- Corporate Earnings. 2Q21 up 95%, over 50% higher than expected. 3Q21 expected to slow to 28%. Similar to GDP growth, slowing as initial rebound subsides.
- Housing. Recent surge in home ownership should spur increased consumer activity.

## The Bad

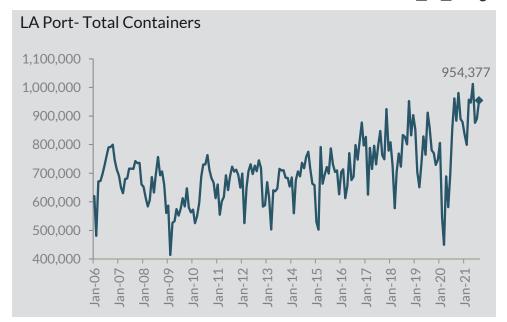
- Supply Chains. Remain challenged. Delays likely to extend into 2022.
- Inflation. Price increases lasting longer than initially anticipated. Exacerbated by strong demand and supply chain issues.
- Energy Prices. Energy prices elevated due to strong demand and limited supply increases.
   Adding additional pressure to inflation readings.
- Coronavirus Variants. Rapid spread of Delta variant has led to highest rates of new cases, hospitalizations, and deaths since late Spring.
- Valuations. Remain elevated and thus susceptible to higher interest rates and other negative headlines.
- **3Q21 Equity Returns.** S&P 500 returned just 0.2%, its worst performance since 1Q20.

## The Undecided

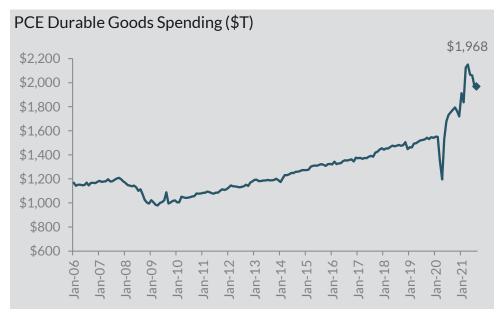
- Inflation. Seeing some signs of moderation. How long is "transitory"?
- Interest Rates. Recent spike has resulted in bond market losses and elevated equity market volatility. Interest rate spikes are often short-lived.
- Monetary Policy. Fed expected to announce tapering in Nov.
   Fed Funds rate may begin to increase by end of 2022.
- Tax Policy. Proposed changes could be meaningful, but Congressional makeup likely to limit size and scope of changes.
- Budget and debt-ceiling.
  Congress will have to address both, once again, in early Dec.
- China. Government crackdown on multiple industries has led to large losses for investors and increased uncertainty as to the size and scope of further regulatory actions.



# **Supply Chains**



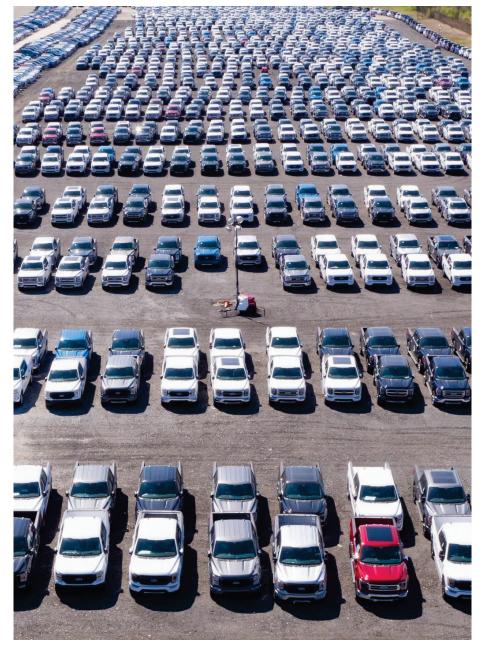


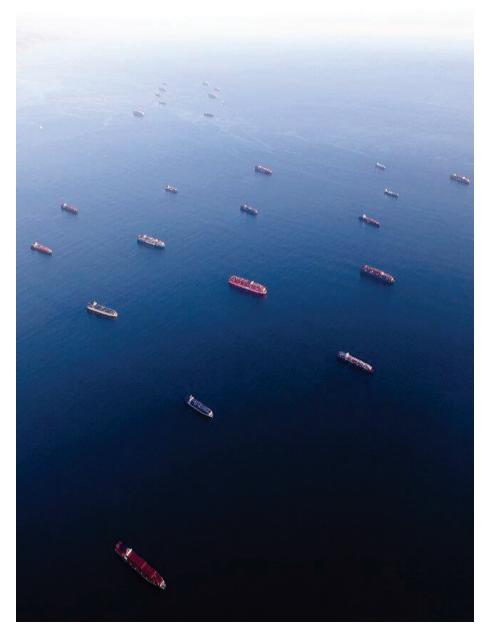




Sources: Bloomberg, First Western Trust.

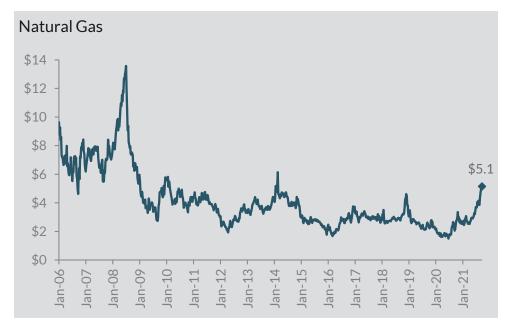
# **Supply Chains**

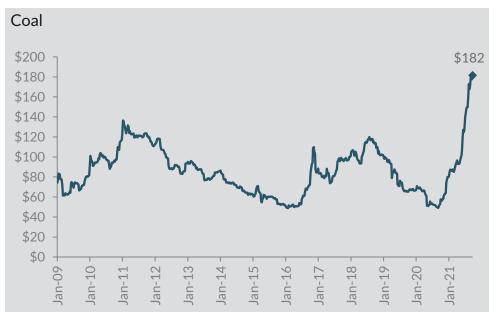


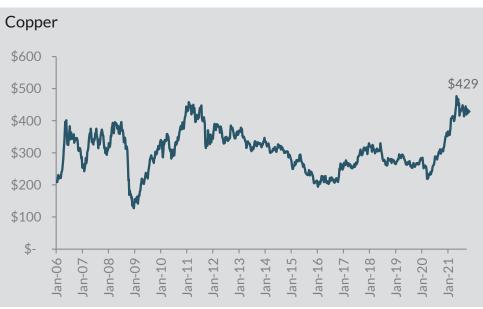


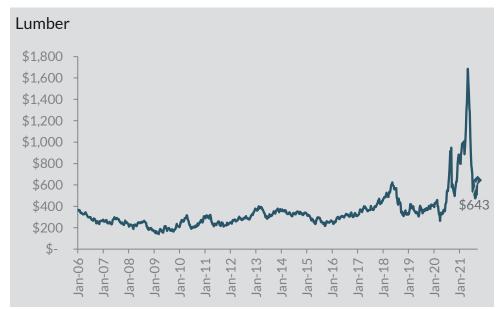


# **Commodity Prices**

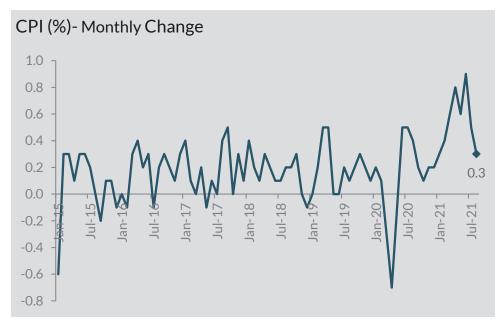


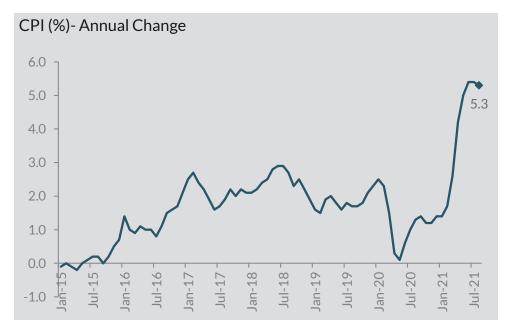




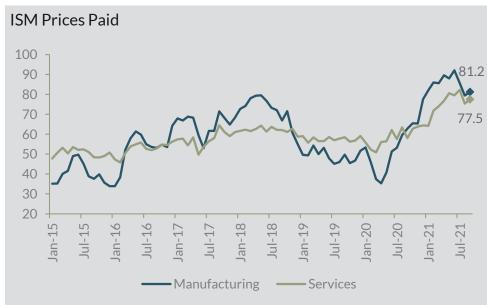


# **Price Indicators**

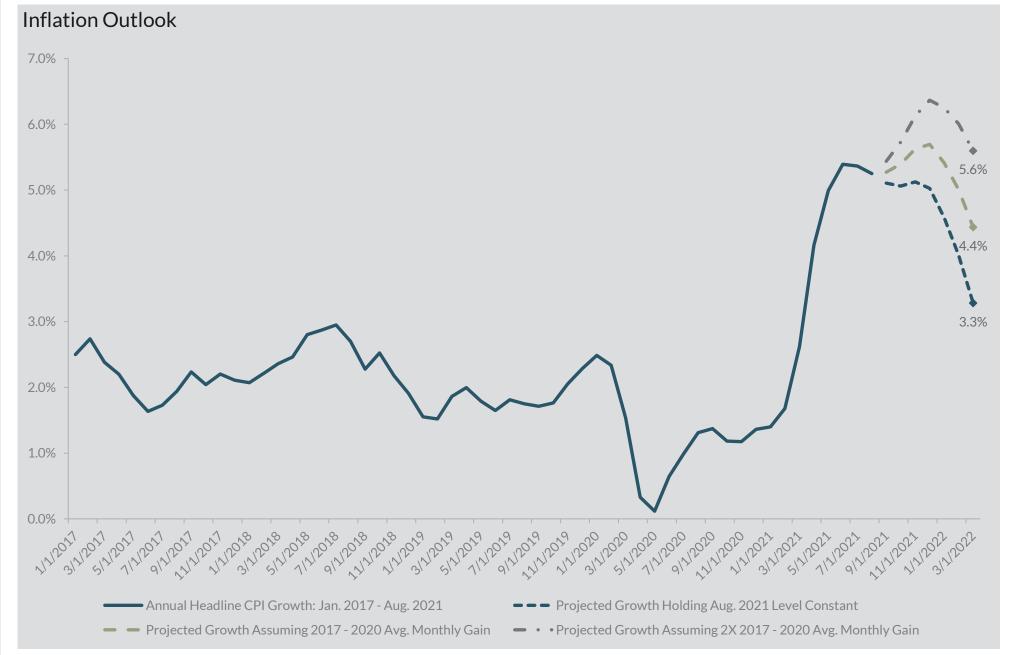






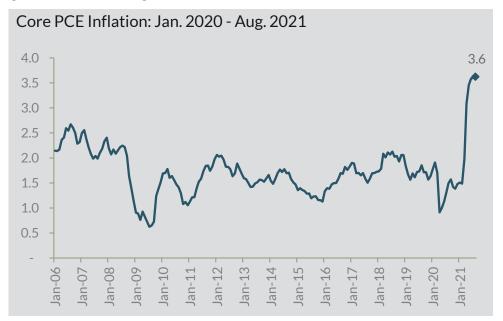


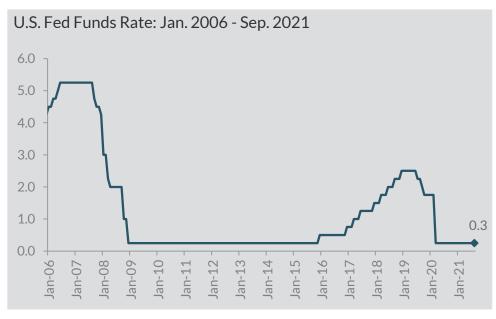
# Inflation: 2021 Prices vs. 2020 Prices

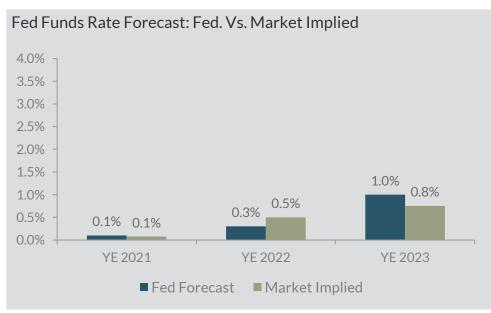


# **Monetary Policy**









 $Sources: Bloomberg, CME, First\ Western\ Trust.$ 

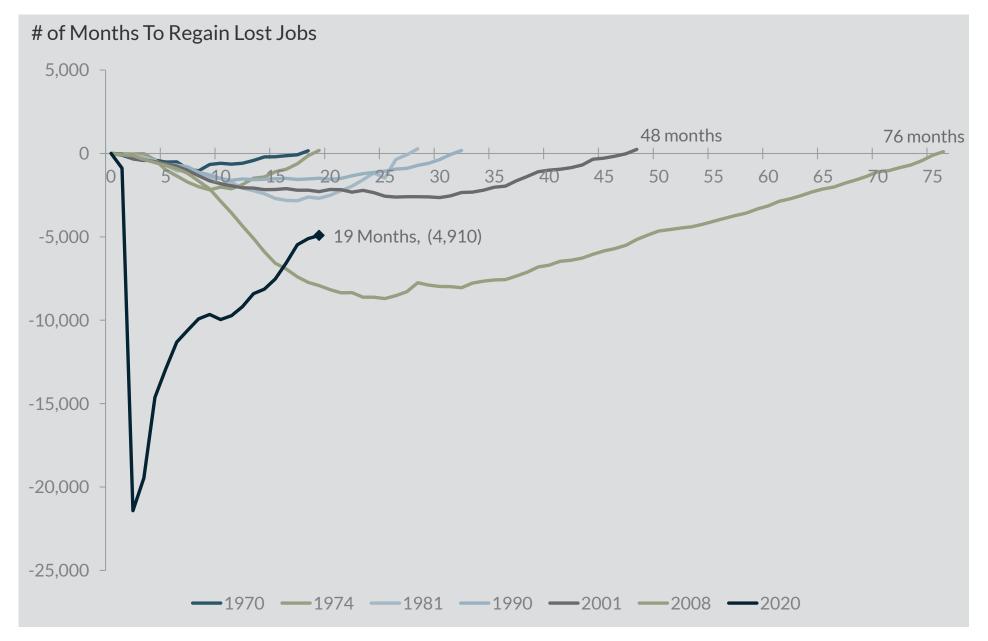


# **Interest Rate Spikes**

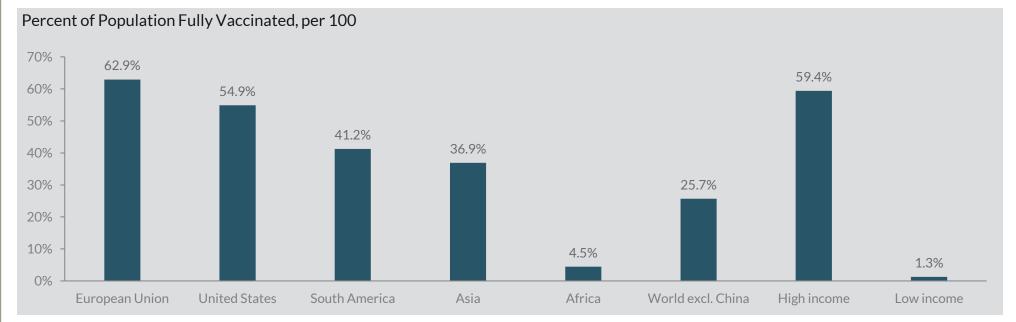
Despite news headlines to the contrary, sudden interest rate spikes are neither unusual nor a guarantee for market selloffs. Since 2000, there have been 14 occasions in which the 10-Year Treasury yield has increased 0.75%, or more, in less than 90 trading days. Over those same periods, the average S&P 500 return was 4.6%.

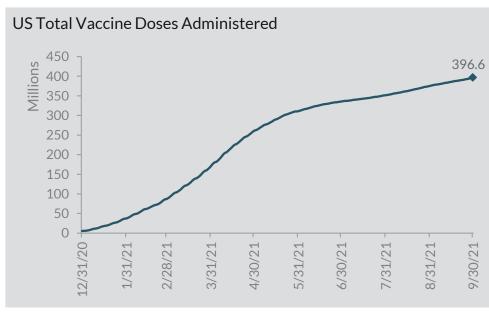


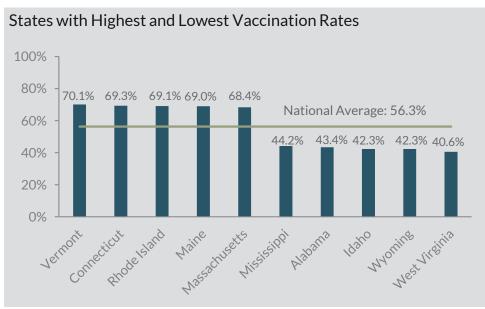
# **Employment Recovery**



# Coronavirus







Sources: Ourworldindata.org, Bloomberg, The COVID Tracking Project, First Western Trust. \*As of September 30, or most recent data.



# **Asset Class Return**

| 2012            | 2013            | 2014             | 2015           | 2016         | 2017           | 2018                 | 2019           | 2020           | 2021               |
|-----------------|-----------------|------------------|----------------|--------------|----------------|----------------------|----------------|----------------|--------------------|
| REITs           | Sm. Cap         | REITs            | REITs          | Sm. Cap      | Int'l - EM     | Cash                 | Lg. Cap        | Sm. Cap        | MLPs               |
| 19.7%           | 38.8%           | 28.0%            | 2.8%           | 21.3%        | 37.3%          | 1.8%                 | 31.5%          | 20.0%          | 39.4%              |
| Int'l - EM      | Lg. Cap         | Lg. Cap          | Abs. Ret.      | MLPs         | Int'l - Dev.   | FI                   | REITs          | Lg. Cap        | Cmdty.             |
| 18.2%           | 32.4%           | 13.7%            | 1.7%           | 18.3%        | 25.0%          | .01%                 | 28.7%          | 18.4%          | 29.1%              |
| Int'l - Dev.    | MLPs            | 10-Yr Tr.        | Lg. Cap        | HY           | Lg. Cap        | 10-Yr Tr.            | Sm. Cap        | Int'l - EM     | REITs              |
| 17.3%           | 27.6%           | 10.7%            | 1.4%           | 17.5%        | 21.8%          | -0.03%               | 25.5%          | 18.3%          | 21.6%              |
| Sm. Cap         | Int'l - Dev.    | FI               | 10-Yr Tr.      | Lg. Cap      | Sm. Cap        | HY                   | Int'l - Dev.   | 10-Yr Tr.      | Lg. Cap            |
| 16.3%           | 22.8%           | 6.0%             | 0.9%           | 12.0%        | 14.6%          | -2.3%                | 22.0%          | 10.6%          | 15.9%              |
| Lg. Cap         | Abs. Ret. 9.3%  | Sm. Cap          | FI             | Cmdty.       | REITs          | REITs                | Int'l - EM     | Int'l - Dev.   | Sm. Cap            |
| 16.0%           |                 | 4.9%             | 0.6%           | 11.8%        | 8.7%           | -4.0%                | 18.4%          | 7.8%           | 12.4%              |
| HY              | HY              | MLPs             | Cash           | Int'l - EM   | Abs. Ret.      | Lg. Cap              | HY             | FI             | Int'l - Dev.       |
| 15.6%           | 7.4%            | 4.8%             | 0.0%           | 11.2%        | 8.5%           | -4.4%                | 14.4%          | 7.5%           | 8.4%               |
| MLPs            | REITs           | HY               | Int'l - Dev.   | REITs        | HY             | Abs. Ret6.44%        | 10-Yr Tr.      | HY             | HY                 |
| 4.8%            | 2.9%            | 2.5%             | -0.8%          | 8.6%         | 7.5%           |                      | 8.9%           | 6.2%           | 4.7%               |
| FI              | Cash            | Abs. Ret. 0.8%   | Sm. Cap        | FI           | FI             | Sm. Cap              | FI             | Cash           | Abs. Ret.          |
| 4.2%            | 0.0%            |                  | -4.4%          | 2.7%         | 3.5%           | -11.0%               | 8.7%           | 0.4%           | 4.5%               |
| 10-Yr Tr.       | FI              | Cash             | HY             | Int'l - Dev. | 10-Yr Tr.      | Cmdty.               | Cmdty.         | Abs. Ret0.1%   | Cash               |
| 4.2%            | -2.0%           | 0.0%             | -4.6%          | 1.0%         | 2.1%           | -11.3%               | 7.7%           |                | 0.0%               |
| Abs. Ret. 0.9%  | Int'l - EM      | Int'l - EM       | Int'l - EM     | Cash         | Cmdty.         | MLPs                 | MLPs           | Cmdty.         | Int'l - EM         |
|                 | -2.6%           | -2.2%            | -14.9%         | 0.2%         | 1.7%           | -12.4%               | 6.6%           | -3.1%          | -1.3%              |
| Cash 0.1%       | 10-Yr Tr.       | Int'l - Dev.     | Cmdty.         | 10-Yr Tr.    | Cash           | Int'l - Dev.         | Cash           | REITs          | FI                 |
|                 | -7.8%           | -4.9%            | -24.7%         | -0.2%        | 0.8%           | -13.8%               | 2.1%           | -5.1%          | -1.6%              |
| Cmdty.<br>-1.1% | Cmdty.<br>-9.5% | Cmdty.<br>-17.0% | MLPs<br>-32.6% | Abs. Ret4.6% | MLPs<br>-11.1% | Int'l - EM<br>-14.6% | Abs. Ret. 0.1% | MLPs<br>-28.7% | 10-Yr Tr.<br>-4.4% |

| 10-Yr (2011-2021) |                                 |  |  |  |
|-------------------|---------------------------------|--|--|--|
| Annual<br>Return  | Annual<br>Standard<br>Deviation |  |  |  |
| Lg. Cap           | MLPs                            |  |  |  |
| 16.6%             | 29.8%                           |  |  |  |
| Sm. Cap           | Sm. Cap                         |  |  |  |
| 14.6%             | 18.2%                           |  |  |  |
| REITs             | Int'l - EM                      |  |  |  |
| 12.1%             | 17.0%                           |  |  |  |
| Int'l - Dev.      | REITs                           |  |  |  |
| 8.1%              | 15.2%                           |  |  |  |
| HY                | Int'l - Dev.                    |  |  |  |
| 7.3%              | 14.4%                           |  |  |  |
| Int'l - EM        | Cmdty.                          |  |  |  |
| 6.1%              | 13.3%                           |  |  |  |
| FI                | Lg. Cap                         |  |  |  |
| 3.0%              | 13.3%                           |  |  |  |
| 10-Yr Tr.         | HY                              |  |  |  |
| 2.5%              | 6.8%                            |  |  |  |
| Abs. Ret. 1.6%    | 10-Yr Tr.<br>6.0%               |  |  |  |
| MLPs              | Abs. Ret.                       |  |  |  |
| 1.2%              | 4.7%                            |  |  |  |
| Cash              | FI                              |  |  |  |
| 0.6%              | 3.0%                            |  |  |  |
| Cmdty.            | Cash                            |  |  |  |
| -2.7%             | 0.2%                            |  |  |  |

Past performance is not indicative of future results. Large Cap (S&P 500 TR USD). Small Cap (Russell 2000 TR USD). International - Developed (MSCI EAFE NR USD). International - Emerging Markets (MSCI EM NR USD). REITs (FTSE NAREIT All Equity REITs TR). Commodities (Bloomberg Commodity TR USD). High Yield (BofAML US HY Master II TR USD). Absolute Return on one-month lag (Credit Suisse Equity Market Neutral USD). 10-Yr Treasury (US Treasury Current 10 Yr TR). Fixed Income (Barclays US Agg Bond TR USD). MLPs (Alerian MLP TR USD). Cash (IA SBBI US 30 Day TBill TR USD).

WFIRSTWestern

# 10-Year Treasury Yield vs. S&P 500



# Outlook

- U.S. Economy- Growth likely to moderate from current levels. Current consensus forecast calling for 4.8% GDP growth for 3Q21, down from 6.7% growth in 2Q21. Supply chain issues are likely to persist into 2022, putting upward pressure on inflation. Employment should continue to improve, but how quickly? September employment report raised questions about hypothesis that hiring would improve as enhanced unemployment benefits expired and schools reopened.
- Global Economy- Recovery likely to remain uneven, hampered by ongoing waves of new coronavirus cases and the wide gulf in vaccination rates between developed and emerging countries. Strict measures in many countries to limit the spread of coronavirus will continue to weigh on global growth and add to supply chain woes. China's regulatory actions likely to put downward pressure on growth. It remains unclear whether current actions are likely to end soon.
- Interest Rates/Inflation- Interest rates likely to experience heightened volatility. The spike in rates at the end of 3Q21 was the result of a convergence of factors including expectations for stronger growth if/as/when Delta recedes, and more hawkish commentary from Fed; specifically, the expectation that tapering will begin before year end and conclude by mid-2022. Inflation is likely to remain elevated, reflecting supply chain issues, before slowly moderating. Certain segments of inflation (rent, salaries) likely to place sustained upward pressure on inflation.
- **Equity Markets** Volatility remains elevated as earnings growth is slowing and valuations remain stretched. Rising interest rates most likely to impact more highly valued names (i.e. Tech) through the discounting mechanism that investors use to determine intrinsic value.
- **Fixed Income Markets** Rates may trickle upwards on growth expectations, less central bank stimulus, and the possibility of an outright increase in rates. Fed expected to begin tapering in Nov and may start raising rates in 2H22. The European Central Bank recently slowed its bond purchases. The Bank of England appears close to raising rates. Norway raised rates from 0% to 0.25% in September.

# USA Swimming Athletes Foundation

3Q 2021 Review

October 20, 2021

Anthony T. Corallo, CTP®

Managing Director, Senior Client Strategist | 650.401.2239 | tcorallo@sterlingcapital.com



# **Table of Contents**

| Section Title             | Section # |
|---------------------------|-----------|
| Portfolio Characteristics | I         |
| Strategy & Outlook        | II        |
|                           | Appendix  |



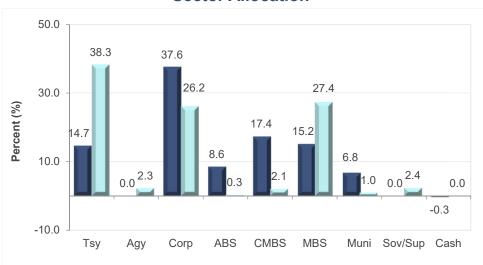
# Characteristics & Performance

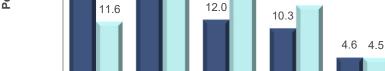


# Fixed Income Characteristics - USA Swimming

09.30.2021

#### **Sector Allocation\***

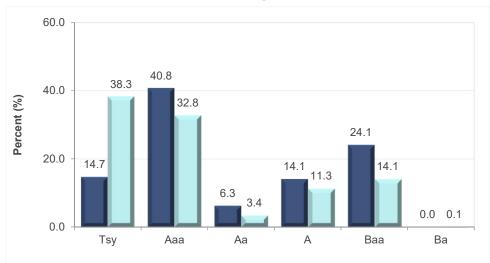




27.8 27.6

2 - 4 Yrs

## **Ratings**



\*Negative Cash due to a pending trades which settled on 10/4/2021. Sources: Factset; Bloomberg L.P.

Any type of investing involves risk and there are no guarantees that these methods will be successful.

#### **Characteristics**

4 - 6 Yrs

**Duration Distribution** 

23.0

| Duration                    | 5.99 Years |
|-----------------------------|------------|
| Maturity                    | 8.06 Years |
| Yield-to-Maturity           |            |
| Benchmark Yield-to-Maturity |            |
| Credit Rating               | Aa3        |



40.0

20.0

0.0

Percent (%)

25.5

0 - 2 Yrs

**USA** Swimming

Bloomberg Barclays U.S. Aggregate Bond Index



**Current Duration** 

8 - 10 Yrs

5.99 Years

6.64 Years

19.8 <sub>18.5</sub>

10 + Yrs

Portfolio

Index

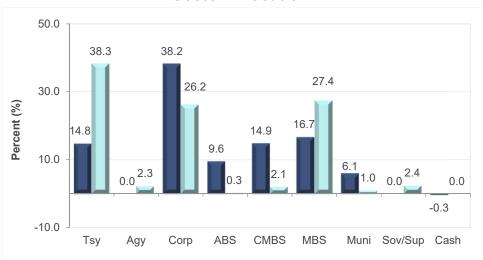
14.8

6 - 8 Yrs

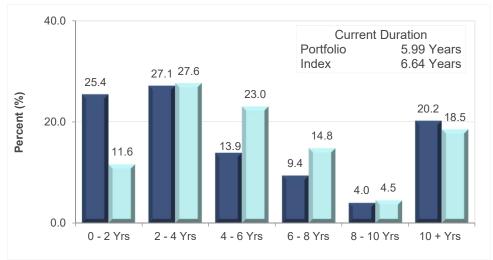
## Fixed Income Characteristics - USA Swimming Foundation

09.30.2021

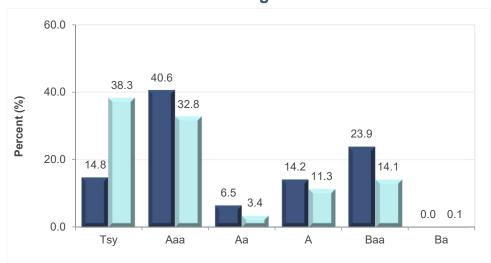
### **Sector Allocation\***







## Ratings



\*Negative Cash due to a pending trades which settled on 10/4/2021. Sources: Factset; Bloomberg L.P.

#### **Characteristics**

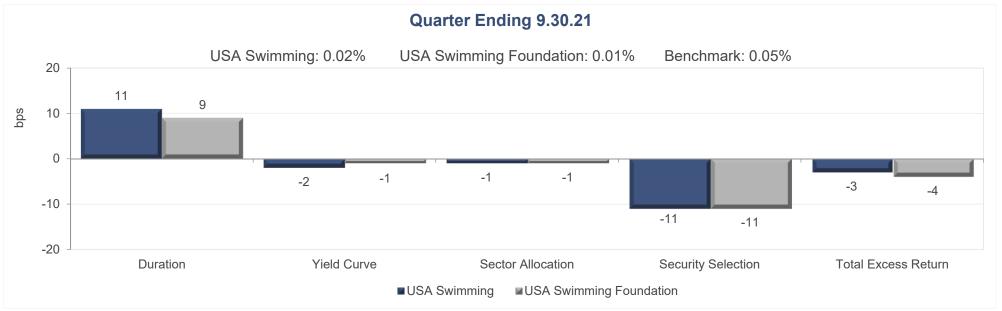
| Duration                    | 5.99 Years |
|-----------------------------|------------|
| Maturity                    | 8.11 Years |
| Yield-to-Maturity           | 1.64%      |
| Benchmark Yield-to-Maturity | 1.56%      |
| Credit Rating               | Aa3        |



USA Swimming Foundation
Bloomberg Barclays U.S. Aggregate Bond Index



## Performance Attribution



#### **Effect Active Decision** Comment **Duration/Yield Curve** Duration managed short versus the index Interest rates closed the quarter modestly higher with the 10-Positive year Treasury finishing at approximately 1.52% yield Underweight the 4-6 year segment, The curve steepened with the intermediate segment of the curve Small Negative overweight the 10 year segment slightly higher on a relative basis Sector Allocation Overweight corporate bonds, The corporate sector underperformed modestly on an excess Small Negative underweight treasuries return basis Security Selection Allocation within securitized bonds Relative underperformance; underweight agency MBS which Negative detracted from performance Relative underperformance within sector Allocation to long treasury bonds Negative

Holdings-based attribution. Source: Factset. Benchmark: Bloomberg Barclays U.S. Aggregate Bond Index.

The views expressed represent the opinions of Sterling Capital Management. Any type of investing involves risk and there are no guarantees that these methods will be successful.



# Strategy & Outlook



# Investment Outlook and Strategic Positioning

#### **Investment Outlook**

- We expect robust economic growth, likely higher than 6% in 2021, driven by torrid consumer demand, a robust housing market, and a healing labor market.
- We look for aggregate demand to shift towards services as the economy continues to reopen. However, supply constraints will likely act as a near term headwind as the economy contends with shortages of both materials and labor.
- While the policy outlook will remain accommodative, the Federal Reserve will likely announce a taper of its asset purchase program in the coming months, as the economy continues to make progress towards the Fed's goals. Despite the potential for a bipartisan infrastructure bill, fiscal support is likely to be lower than previously estimated given disagreements between both parties and amongst Democrats over the ultimate price tag of an additional spending package.
- With narrow majorities in both the House and the Senate, the most controversial parts of the Biden agenda will be difficult to move forward, though the potential for higher taxes and increased regulation remain headwinds to corporate profitability and risk asset outperformance.

## **Strategic Positioning of our Portfolios**

#### **Intermediate and Core Fixed Income**

- Durations will be managed short to benchmark durations.
- Underweight Treasury securities in favor of corporate bonds, taxable municipals, and non-agency securitized products.
- Cautious outlook on agency MBS as the sector is trading at historically tight valuations while facing elevated prepayment risk and a likely Fed taper of MBS purchases in the medium term.



# Appendix



## Important Information

## **Designations**

The Accredited Asset Management Specialist® (AAMS) is a professional designation awarded by the College for Financial Planning (CFP) to financial professionals who successfully complete a self-study program, pass an exam, and agree to comply with a code of ethics. To keep the privileges associated with the designation, AAMS professionals must complete 16 hours of continuing education every two years.

The Associate of the Society of Actuaries (ASA) is a professional organization for actuaries based in North America. The Society's vision is for actuaries to be recognized as the leading professionals in the modeling and management of financial risk and contingent events. Requirements for membership for the SOA include the actuarial exams, a comprehensive series of competitive exams. Topics covered in the exams include mathematics, finance, insurance, economics, interest theory, life models, and actuarial science.

The Certified Financial Planner® (CFP) certification is a graduate-level credential awarded by the CFP Board. To earn the CFP, candidates must: 1) take the required coursework; 2) meet educational requirements; 3) pass the examination; 4) have qualifying experience; and 5) agree to adhere to the CFP Board's standards of ethics and professional conduct.

The **Certified Investment Management Analyst® (CIMA)** credential is a graduate-level investment certification and is awarded by the Investment Management Consultants Association® (IMCA) - that sets global standards for the investment management consulting profession. To earn the CIMA designation, candidates must: 1) have at least three years of qualified financial experience; 2) Pass an extensive background check; 3) complete the two-step program of study; 4) pass the qualification and certification examinations; and 5) adhere to the IMCA's Ethics and other ongoing standards.

The Certificate in Investment Performance Measurement® (CIPM) program is a graduate-level investment performance and risk evaluation credential and is awarded by CFA Institute — the largest global association of investment professionals. To earn the CIPM, candidates must: 1) pass two sequential examinations; 2) have at least two years of qualified professional investment experience; 3) join CIPM Association; and 4) commit to comply with the CFA Institute Bylaws and Rules of Procedure.

The Certified Public Accountant Licensure (CPA) is a graduate-level accounting license and is awarded by the American Institute of CPAs (AICPA). To earn the CPA licensure, candidates must: 1) have at least two years of public accounting experience; and 2) pass the examination. Please note, every state has its own education and experience requirements that must be met.

The Certified Regulatory and Compliance Professional™ (CRCP) designation is a graduate-level compliance certification and is awarded by the Financial Industry Regulatory Authority (FINRA). To earn the CRCP designation, candidates must: 1) pass two weeklong residential courses; 2) pass the two consecutive examinations; and 3) meet continuing education requirements.

The **Certified Treasury Professional®** (**CTP**) designation is recognized as the leading credential in corporate treasury worldwide and awarded by the Association for Financial Professionals® (AFP). To earn the CTP designation, candidates must: 1) pass the examination, 2) have at least two years of qualified work/education/teaching experience, and 3) meet continuing requirements.

The Chartered Alternative Investment Analyst® (CAIA) charter is a graduate-level alternative investment credential awarded by the CAIA Association - a global provider of Alternative Investment education. To earn the CAIA, candidates must: 1) pass two sequential examinations.

The Chartered Financial Analyst® (CFA) charter is a graduate-level investment credential awarded by the CFA Institute — the largest global association of investment professionals. To earn the CFA charter, candidates must: 1) pass three sequential, six-hour examinations; 2) have at least four years of qualified professional investment experience; 3) join CFA Institute as members; and 4) commit to abide by, and annually reaffirm, their adherence to the CFA Institute Code of Ethics and Standards of Professional Conduct.

The Chartered Financial Consultant® (ChFC) credential was introduced in 1982 as an alternative to the CFP® mark. This designation has the same core curriculum as the CFP® designation, plus two or three additional elective courses that focus on various areas of personal financial planning. To secure the designation, applicants must have three years of full-time business experience within the preceding five years and must complete nine college-level courses, equivalent to 27 semester credit hours (9 courses).

The Chartered Retirement Planning Counselor® (CRPC) designation is a retirement planning credential and is awarded by the College for Financial Planning. To earn the CRPC, candidates must: 1) complete the educational program; 2) pass the final examination; 3) complete the designation application.

The Certified Trust and Fiduciary Advisor (CTFA) designation is a professional designation offered by the American Bankers Association (ABA), which provides training and knowledge in taxes, investments, financial planning, trusts, and estates.

The **Accredited Investment Fiduciary® (AIF®)** designation is a professional certification that demonstrates an advisor or other person serving as an investment fiduciary has met certain requirements to earn and maintain the credential. The purpose of the AIF® Designation is to assure that those responsible for managing or advising on investor assets have a fundamental understanding of the principles of fiduciary duty, the standards of conduct for acting as a fiduciary, and a process for carrying out fiduciary responsibility

## Important Information

#### **Disclosures**

Past performance is not indicative of future results. Any type of investing involves risk and there are no guarantees that these methods will be successful.

The opinions contained in the preceding presentation reflect those of Sterling Capital Management LLC, and not those of Truist Financial Corporation or its executives. The stated opinions are for general information only and are educational in nature. These opinions are not meant to be predictions or an offer of individual or personalized investment advice. They are not intended as an offer or solicitation with respect to the purchase or sale of any security. This information and these opinions are subject to change without notice. All opinions and information herein have been obtained or derived from sources believed to be reliable. Any type of investing involves risk and there are no guarantees. Sterling Capital Management LLC does not assume liability for any loss which may result from the reliance by any person upon such information or opinions.

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Sterling Capital does not provide tax or legal advice. You should consult with your individual tax or legal professional before taking any action that may have tax or legal implications.



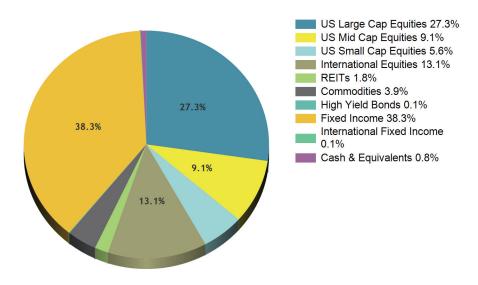


## USA Swimming, Inc.

## Portfolio Overview: As of September 30, 2021



### Portfolio Sector Allocation as of 9/30/2021

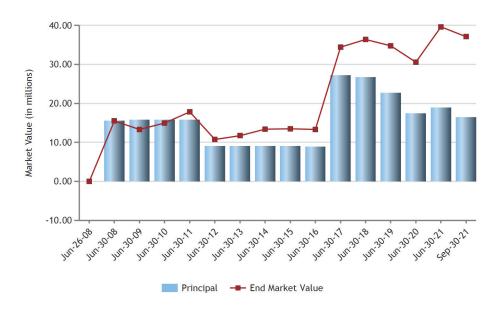


### **Activity Summary**

|                                  | Quarter to Date | Year to Date | Since Inception 6/26/2008 |
|----------------------------------|-----------------|--------------|---------------------------|
| Beginning Value(1),(2)           | \$39,640,185    | \$36,595,728 | \$0                       |
| Net Contributions/Withdrawals(3) | -\$2,500,000    | -\$2,499,796 | \$16,420,590              |
| Gain/Loss                        | -\$27,872       | \$3,016,381  | \$20,691,724              |
| Ending Value(1),(2)              | \$37,112,313    | \$37,112,313 | \$37,112,313              |

## Portfolio Growth: 6/26/2008 - 9/30/2021

#### Since Inception(4) QTD YTD 3Yr 6/26/2008 **Total Portfolio** -0.22 8.08 10.64 6.55 Index Blended Benchmark -0.35 6.58 9.68 5.98 Consumer Price Index - All Items(5) 4.89 2.80 1.83



**Performance History** 

<sup>(1)</sup> Values include Accrued Income.

<sup>(2)</sup> Values do not include Non-Discretionary or Non-Reportable Assets.

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

<sup>(4)</sup> Returns are Annualized for periods over 1 year.

<sup>(5)</sup> 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, 2021



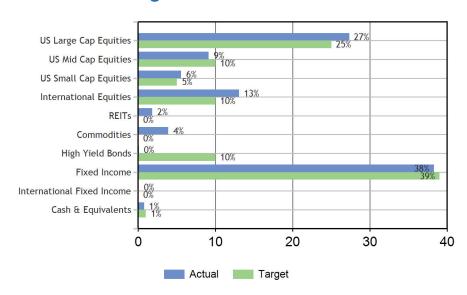
### Portfolio Sector Allocation(3)

|                            | <b>Market Value</b> (1),(2),(3) | Portfolio |
|----------------------------|---------------------------------|-----------|
|                            | As of 9/30/2021                 | Weight    |
| US Large Cap Equities      | \$10,142,390                    | 27%       |
| US Mid Cap Equities        | \$3,381,857                     | 9%        |
| US Small Cap Equities      | \$2,066,294                     | 6%        |
| International Equities     | \$4,846,659                     | 13%       |
| REITs                      | \$671,248                       | 2%        |
| Commodities                | \$1,450,612                     | 4%        |
| High Yield Bonds           | \$35,378                        | 0%        |
| Fixed Income               | \$14,207,053                    | 38%       |
| International Fixed Income | \$27,038                        | 0%        |
| Cash & Equivalents         | \$283,784                       | 1%        |
| Total                      | \$37,112,313                    | 100%      |

### Portfolio Performance(2),(3),(6)

|                            |       |       |       |       |       | Incepti | on <b>To</b> (4) | Inception |
|----------------------------|-------|-------|-------|-------|-------|---------|------------------|-----------|
|                            | QTD   | YTD   | 1Yr   | 3Yr   | 5Yr   | 10Yr    | Date             | Date      |
| US Large Cap Equities      | 0.56  | 15.94 | 29.85 | 15.95 | 16.92 | 16.22   | 11.02            | 6/26/2008 |
| US Mid Cap Equities        | 0.07  | 15.46 | 35.76 |       |       |         | 37.85            | 6/23/2020 |
| US Small Cap Equities      | -2.50 | 17.06 | 45.38 | 9.48  | 12.71 | 14.14   | 9.35             | 6/26/2008 |
| International Equities     | -4.16 | 3.62  | 21.78 | 8.33  | 9.38  | 7.89    | 3.67             | 6/26/2008 |
| REITs                      | 1.04  | 17.40 | 32.90 | 11.72 | 8.95  | 10.59   | 6.79             | 6/26/2008 |
| Commodities                | 7.29  | 40.02 | 57.45 |       |       |         | 59.03            | 6/23/2020 |
| High Yield Bonds           | 1.02  | -2.27 | 0.92  | 11.34 | 6.45  | 7.08    | 6.45             | 7/12/2011 |
| Fixed Income               | 0.09  | -0.58 | 1.09  | 6.46  | 3.88  | 3.84    | 4.51             | 6/26/2008 |
| International Fixed Income | -0.19 | 0.32  | 2.68  |       |       |         | 4.75             | 9/15/2019 |
| Portfolio                  | -0.22 | 8.08  | 18.31 | 10.64 | 9.66  | 8.64    | 6.55             | 6/26/2008 |

# **Actual vs. Target Allocation**



<sup>(1)</sup> Values include Accrued Income.

<sup>(2)</sup> Values do not include Non-Discretionary or Non-Reportable Assets.

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

<sup>(4)</sup> Returns are Annualized for periods over 1 year.

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

<sup>(</sup>a) Securities not included in Total Market Value or Performance calculations, but may be included in Talget Alloca

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

# **USA Swimming, Inc.**

# Performance by Sector: As of September 30, 2021



Market Value(1),(2),(4) Portfolio(5) Since(3),(4) Inception As Of 9/30/2021 Weight QTD YTD 1Yr 3Yr 5Yr 10Yr Inception Date 0.56 **US Large Cap Equities** \$10,142,390 27% 15.94 29.85 15.95 16.92 16.22 11.02 6/26/2008 S&P 500 Index 0.58 15.92 30.00 15.99 16.90 16.63 **US Mid Cap Equities** \$3,381,857 9% 0.07 15.46 35.76 37.85 6/23/2020 -0.93 15.17 38.11 14.22 14.39 15.52 Russell Midcap Index US Small Cap Equities \$2,066,294 6% -2.5017.06 45.38 9.48 12.71 14.14 9.35 6/26/2008 Russell 2000 Index -4.36 12.41 47.68 10.54 13.45 14.63 International Equities \$4,846,659 13% -4.16 3.62 21.78 8.33 9.38 7.89 3.67 6/26/2008 MSCI EAFE Index -0.45 8.35 25.73 7.62 8.81 8.10 MSCI Emerging Markets Index -8.09 -1.25 18.20 8.58 9.23 6.09 \$671,248 2% 17.40 32.90 8.95 10.59 REITs 1.04 11.72 6.79 6/26/2008 Wilshire U.S. REIT Index 1.64 24.79 38.04 10.39 6.97 11.30 FTSE EPRA/NAREIT Developed Index -0.90 14.46 29.64 6.18 4.53 8.34 Commodities \$1,450,612 4% 7.29 40.02 57.45 59.03 6/23/2020 **Bloomberg Commodity Index** 6.59 29.13 42.29 6.86 4.54 -2.66 High Yield Bonds \$35,378 0% 1.02 -2.270.92 11.34 6.45 7.08 6.45 7/12/2011 BofAML HY Master II Index 0.94 6.62 7.30 4.67 11.46 6.35 Fixed Income \$14,207,053 38% 0.09 -0.58 1.09 6.46 3.84 4.51 6/26/2008 3.88 Barclays Cap Aggregate Bond Index 0.05 -1.55 -0.90 5.36 2.94 3.01 Barclays Municipal 1-10 Yr. Blend Index 3.93 2.51 2.72 -0.01 0.35 1.33 Barclays Municipal 1-15 Yr. Blend Index -0.09 0.48 1.82 4.44 2.84 3.22 International Fixed Income \$27,038 0% -0.190.32 2.68 4.75 9/15/2019 Barclays 1-3 Year Global Majors Index -1.14 -4.40 -1.81 2.15 0.57 -0.83 \$283,784 Cash & Equivalents 1% N/A N/A N/A N/A N/A N/A N/A N/A 0.07 BofAML US 3 Month T-Bill Index 0.01 0.04 1.18 1.16 0.63 **Total Portfolio** \$37,112,313 100% -0.22 6.55 6/26/2008 8.08 18.31 10.64 9.66 8.64

<sup>(1)</sup> Values include Accrued Income.

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

<sup>(3)</sup> Returns are Annualized for periods over 1 year.

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

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

# USA Swimming, Inc.





# **Individual Account Performance**

|           |                                      | Inception | Market Value(1),(2) | Portfolio |       |       |       |       |       |       | Since        |
|-----------|--------------------------------------|-----------|---------------------|-----------|-------|-------|-------|-------|-------|-------|--------------|
|           |                                      | Date      | As of 9/30/2021     | Weight    | QTD   | YTD   | 1Yr   | 3Yr   | 5Yr   | 10Yr  | Inception(3) |
| 612422055 | USA Swimming, Inc Equities - Pledged | 6/26/2008 | \$22,879,868        | 61.7%     | -0.30 | 14.16 | 31.31 | 12.97 | 13.36 | 12.05 | 7.96         |
| 612422063 | USA Swimming, Inc Fixed Income       | 6/26/2008 | \$14,232,445        | 38.3%     | -0.03 | -0.90 | 0.60  | 5.95  | 3.53  | 3.46  | 6.09         |
|           | USA Swimming, Inc.                   |           | \$37,112,313        | 100.0%    | -0.22 | 8.08  | 18.31 | 10.64 | 9.66  | 8.64  | 6.55         |

<sup>(1)</sup> Values include Accrued Income.
(2) Values do not include Non-Discretionary, Non-Reportable, or Managed Alternative Assets.

<sup>(3)</sup> Returns are Annualized for periods over 1 year.

# PORTFOLIO APPRAISAL

# USA Swimming, Inc. - Equities - Pledged 612422055 (Formerly Fidelity 673218332) September 30, 2021

|                 |                                                 | Sepie        |               |       |                                       |             |       |
|-----------------|-------------------------------------------------|--------------|---------------|-------|---------------------------------------|-------------|-------|
| Quantity        | Security                                        | Unit<br>Cost | Total<br>Cost | Price | Market<br>Value                       | Pct. Assets | Yield |
| CASH AND EQ     | UIVALENTS                                       |              |               |       |                                       |             |       |
| Cash & Equiva   | alents                                          |              |               |       |                                       |             |       |
| Cash & Equ      | ivalents                                        |              |               |       |                                       |             |       |
| _               | DIVIDENDS DECLARED                              |              | 33,646.81     |       | 33,646.81                             | 0.1         | 0.0   |
|                 | FIDELITY IMM GOV CLA<br>FUND #57                | SS I         | 287,161.08    |       | 287,161.08                            | 1.3         | 0.0   |
|                 |                                                 |              | 320,807.89    |       | 320,807.89                            | 1.4         | 0.0   |
|                 | Cash & Equivalents Total                        |              | 320,807.89    | _     | 320,807.89                            | 1.4         | 0.0   |
|                 | CASH AND EQUIVALENT                             | ΓS Total     | 320,807.89    | _     | 320,807.89                            | 1.4         | 0.0   |
| MUTUAL FUNI     | OS                                              |              |               |       |                                       |             |       |
| US Mid Cap E    | quities                                         |              |               |       |                                       |             |       |
|                 | Growth Equities                                 |              |               |       | · · · · · · · · · · · · · · · · · · · |             |       |
| 20,973.689      | BAIRD MIDCAP<br>FUND - INST #76                 | 25.50        | 534,823.13    | 32.16 | 674,513.84                            | 2.9         | ?     |
|                 |                                                 |              | 534,823.13    |       | 674,513.84                            | 2.9         | 0.0   |
|                 | US Mid Cap Equities Total                       | _            | 534,823.13    | _     | 674,513.84                            | 2.9         | 0.0   |
| US Small Cap    | Equities                                        |              |               |       |                                       |             |       |
| US Small Ca     | ap Value Equities                               |              |               |       |                                       |             |       |
|                 | DEAN SMALL CAP<br>VALUE FUND CLASS<br>A         | 13.31        | 709,278.08    | 17.34 | 924,200.71                            | 4.0         | 1.3   |
|                 |                                                 | _            | 709,278.08    |       | 924,200.71                            | 4.0         | 1.3   |
|                 | US Small Cap Equities Total                     | .1           | 709,278.08    | _     | 924,200.71                            | 4.0         | 1.3   |
| International E | quities                                         |              |               |       |                                       |             |       |
| Int'l Equities  | s - Developed Markets                           |              |               |       |                                       |             |       |
|                 | LAZARD INTL<br>STRATEGIC EQUITY<br>PORT INST CL | 14.55        | 1,155,426.58  | 17.96 | 1,426,578.07                          | 6.2         | 0.9   |
|                 | TORT INST CL                                    | _            | 1,155,426.58  | _     | 1,426,578.07                          | 6.2         | 0.9   |
|                 | s - Emerging Markets                            | 45.25        | 1.745.505.51  | 51.54 | 1 007 272 55                          | 0.5         |       |
| 38,604.052      | INVESCO DEVELOPING MARKETS FUND CLASS R6        | 45.27        | 1,747,797.56  | 51.74 | 1,997,373.65                          | 8.7         | 0.4   |
|                 |                                                 | _            | 1,747,797.56  | _     | 1,997,373.65                          | 8.7         | 0.4   |
|                 | International Equities Total                    | _            | 2,903,224.14  | _     | 3,423,951.72                          | 15.0        | 0.6   |
|                 |                                                 |              |               |       |                                       |             |       |

# PORTFOLIO APPRAISAL

# USA Swimming, Inc. - Equities - Pledged 612422055 (Formerly Fidelity 673218332) September 30, 2021

| Quantity                    | Security                                                                    | Unit<br>Cost | Total<br>Cost | Price _      | Market<br>Value | Pct. Assets | Yield |
|-----------------------------|-----------------------------------------------------------------------------|--------------|---------------|--------------|-----------------|-------------|-------|
| REITs                       |                                                                             |              |               |              |                 |             |       |
| International<br>17,645.857 | REITS VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860 | 26.61        | 469,554.49    | 38.04        | 671,248.40      | 2.9         | 0.5   |
|                             | CL/1001#1000                                                                | -            | 469,554.49    | _            | 671,248.40      | 2.9         | 0.5   |
|                             | REITs Total                                                                 | -            | 469,554.49    | _            | 671,248.40      | 2.9         | 0.5   |
| Commodities                 |                                                                             |              |               |              |                 |             |       |
| Commoditie 227,012.766      | S PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45                         | 5.51         | 1,251,965.42  | 6.39         | 1,450,611.57    | 6.3         | 2.3   |
|                             |                                                                             | -            | 1,251,965.42  | <del>-</del> | 1,450,611.57    | 6.3         | 2.3   |
|                             | Commodities Total                                                           |              | 1,251,965.42  | _            | 1,450,611.57    | 6.3         | 2.3   |
|                             | MUTUAL FUNDS Total                                                          |              | 5,868,845.26  | _            | 7,144,526.24    | 31.2        | 1.0   |
| EXCHANGED T                 | TRADED FUNDS                                                                |              |               |              |                 |             |       |
| US Large Cap l              | Equities                                                                    |              |               |              |                 |             |       |
|                             | p Core Equities VANGUARD INDEX FDS S&P 500 ETF SHS NEW                      | 279.07       | 7,176,443.48  | 394.40       | 10,142,390.40   | 44.3        | 1.3   |
|                             |                                                                             | •            | 7,176,443.48  | _            | 10,142,390.40   | 44.3        | 1.3   |
|                             | US Large Cap Equities Total                                                 |              | 7,176,443.48  | _            | 10,142,390.40   | 44.3        | 1.3   |
| US Mid Cap E                | quities                                                                     |              |               |              |                 |             |       |
|                             | Core Equities ISHARES RUSSELL MID-CAP ETF                                   | 58.36        | 1,513,689.21  | 78.22        | 2,028,635.70    | 8.9         | 1.1   |
|                             |                                                                             |              | 1,513,689.21  | _            | 2,028,635.70    | 8.9         | 1.1   |
|                             | Value Equities<br>ISHARES RUSSELL<br>MID-CAP VALUE ETF                      | 94.52        | 566,449.71    | 113.25       | 678,707.25      | 3.0         | 1.4   |
|                             |                                                                             |              | 566,449.71    | _            | 678,707.25      | 3.0         | 1.4   |
|                             | US Mid Cap Equities Total                                                   |              | 2,080,138.92  | _            | 2,707,342.95    | 11.8        | 1.2   |

# PORTFOLIO APPRAISAL

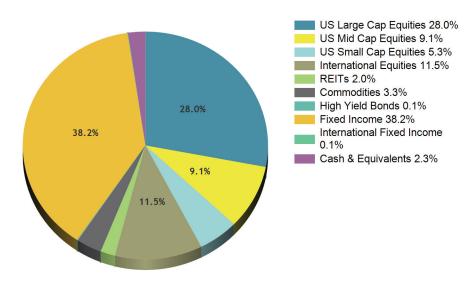
# USA Swimming, Inc. - Equities - Pledged 612422055 (Formerly Fidelity 673218332) September 30, 2021

| Quantity                 | Security                                                         | Unit<br>Cost | Total<br>Cost | Price  | Market<br>Value | Pct. Assets | Yield |
|--------------------------|------------------------------------------------------------------|--------------|---------------|--------|-----------------|-------------|-------|
| US Small Cap             | Equities                                                         |              |               |        |                 |             |       |
| US Small Ca<br>5,221     | up Core Equities<br>ISHARES RUSSELL<br>2000 ETF                  | 174.81       | 912,696.74    | 218.75 | 1,142,093.75    | 5.0         | 0.9   |
|                          |                                                                  | _            | 912,696.74    | _      | 1,142,093.75    | 5.0         | 0.9   |
|                          | US Small Cap Equities Total                                      | -            | 912,696.74    | _      | 1,142,093.75    | 5.0         | 0.9   |
| International E          | quities                                                          |              |               |        |                 |             |       |
| Int'l Equities<br>28,178 | - Developed Markets<br>VANGUARD FTSE<br>DEVELOPED<br>MARKETS ETF | 40.97        | 1,154,581.10  | 50.49  | 1,422,707.22    | 6.2         | 2.5   |
|                          |                                                                  | =            | 1,154,581.10  | _      | 1,422,707.22    | 6.2         | 2.5   |
|                          | International Equities Total                                     | -            | 1,154,581.10  | -      | 1,422,707.22    | 6.2         | 2.5   |
|                          | EXCHANGED TRADED FU                                              | JNDS Total   | 11,323,860.24 | _      | 15,414,534.32   | 67.4        | 1.4   |
| TOTAL PORTF              | OLIO                                                             |              | 17,513,513.39 |        | 22,879,868.45   | 100.0       | 1.2   |

# Portfolio Overview: As of September 30, 2021



### Portfolio Sector Allocation as of 9/30/2021

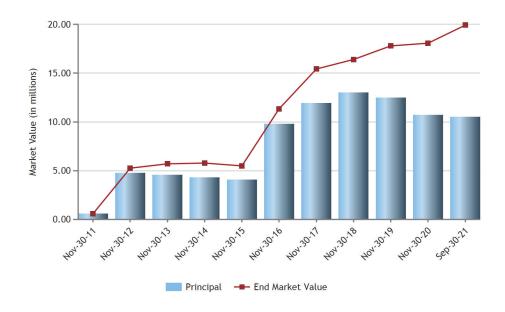


### **Activity Summary**

|                                  | Quarter to Date | Year to Date | Since Inception<br>11/30/2011 |
|----------------------------------|-----------------|--------------|-------------------------------|
| Beginning Value(1),(2)           | \$19,985,377    | \$18,238,449 | \$586,463                     |
| Net Contributions/Withdrawals(3) | -\$65           | \$194,885    | \$9,916,970                   |
| Gain/Loss                        | -\$57,936       | \$1,494,042  | \$9,423,943                   |
| Ending Value(1),(2)              | \$19,927,376    | \$19,927,376 | \$19,927,376                  |

### Portfolio Growth: 11/30/2011 - 9/30/2021

#### Since Inception(4) QTD YTD 3Yr 11/30/2011 **Total Portfolio** -0.29 8.17 10.72 8.30 Index Blended Benchmark -0.35 6.58 9.68 7.61 Consumer Price Index - All Items(5) 4.89 2.80 1.93



**Performance History** 

<sup>(1)</sup> Values include Accrued Income.

<sup>(2)</sup> Values do not include Non-Discretionary or Non-Reportable Assets.

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

<sup>(4)</sup> Returns are Annualized for periods over 1 year.

<sup>(5)</sup> 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.

# Sector Overview: As of September 30, 2021

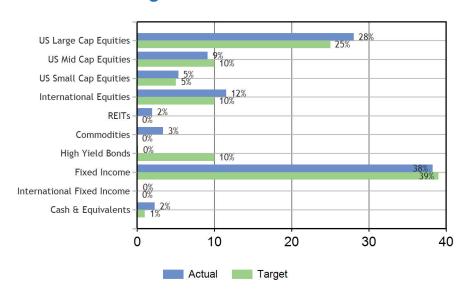


### Portfolio Sector Allocation(3)

|                            | Market Value(1),(2),(3) | Portfolio |
|----------------------------|-------------------------|-----------|
|                            | As of 9/30/2021         | Weight    |
| US Large Cap Equities      | \$5,587,465             | 28%       |
| US Mid Cap Equities        | \$1,815,742             | 9%        |
| US Small Cap Equities      | \$1,060,739             | 5%        |
| International Equities     | \$2,295,275             | 12%       |
| REITs                      | \$389,760               | 2%        |
| Commodities                | \$666,755               | 3%        |
| High Yield Bonds           | \$23,178                | 0%        |
| Fixed Income               | \$7,619,558             | 38%       |
| International Fixed Income | \$16,223                | 0%        |
| Cash & Equivalents         | \$452,680               | 2%        |
| Total                      | \$19,927,376            | 100%      |

### Portfolio Performance(2),(3),(6)

# **Actual vs. Target Allocation**



<sup>(1)</sup> Values include Accrued Income.

<sup>(2)</sup> Values do not include Non-Discretionary or Non-Reportable Assets.

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

<sup>(4)</sup> Returns are Annualized for periods over 1 year.

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

<sup>(</sup>a) Securities not included in Total Market Value or Performance calculations, but may be included in Target Alloca

(b) 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 9/30/2021 Weight QTD YTD 1Yr 3Yr 5Yr 10Yr Inception Date 0.55 **US Large Cap Equities** \$5,587,465 28% 15.91 29.99 16.16 16.95 15.32 11/30/2011 S&P 500 Index 0.58 15.92 30.00 15.99 16.90 16.63 **US Mid Cap Equities** \$1,815,742 9% 0.06 15.44 35.88 37.94 6/23/2020 -0.93 15.17 38.11 14.22 15.52 Russell Midcap Index 14.39 **US Small Cap Equities** \$1,060,739 5% -2.4617.17 45.64 9.83 12.95 13.03 11/30/2011 Russell 2000 Index -4.36 47.68 10.54 13.45 14.63 12.41 International Equities \$2,295,275 12% -4.23 3.55 21.89 8.18 9.36 7.40 11/30/2011 MSCI EAFE Index -0.45 8.35 25.73 7.62 8.81 8.10 MSCI Emerging Markets Index -8.09 -1.25 18.20 8.58 9.23 6.09 \$389,760 2% 17.40 33.12 9.05 11/30/2011 REITs 1.04 11.88 10.09 Wilshire U.S. REIT Index 1.64 24.79 38.04 10.39 6.97 11.30 FTSE EPRA/NAREIT Developed Index -0.90 14.46 29.64 6.18 4.53 8.34 Commodities \$666,755 3% 7.29 40.02 57.44 58.90 6/24/2020 **Bloomberg Commodity Index** 6.59 29.13 42.29 4.54 -2.66 6.86 High Yield Bonds \$23,178 0% 1.04 -2.291.54 11.65 6.69 6.98 11/30/2011 BofAML HY Master II Index 0.94 4.67 6.62 7.30 11.46 6.35 Fixed Income \$7,619,558 38% 0.03 -0.62 0.96 6.36 3.88 3.86 12/06/2011 Barclays Cap Aggregate Bond Index 0.05 -1.55 -0.90 5.36 2.94 3.01 Barclays Municipal 1-10 Yr. Blend Index 3.93 2.51 2.72 -0.01 0.35 1.33 Barclays Municipal 1-15 Yr. Blend Index -0.09 0.48 1.82 4.44 2.84 3.22 International Fixed Income \$16,223 0% -0.190.31 2.67 4.56 9/15/2019 Barclays 1-3 Year Global Majors Index -1.14 -4.40 -1.81 2.15 0.57 -0.83 \$452,680 Cash & Equivalents 2% N/A N/A N/A N/A N/A N/A N/A N/A BofAML US 3 Month T-Bill Index 0.01 0.04 0.07 1.18 1.16 0.63 **Total Portfolio** \$19,927,376 100% -0.29 11/30/2011 8.17 18.65 10.72 9.74 8.30

<sup>(1)</sup> Values include Accrued Income.

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

<sup>(3)</sup> Returns are Annualized for periods over 1 year.

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

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





# **Individual Account Performance**

|           |                                           | Inception  | Market Value(1),(2) | Portfolio |       |       |       |       |       | Since             |
|-----------|-------------------------------------------|------------|---------------------|-----------|-------|-------|-------|-------|-------|-------------------|
|           |                                           | Date       | As of 9/30/2021     | Weight    | QTD   | YTD   | 1Yr   | 3Yr   | 5Yr   | 10Yr Inception(3) |
| 612422022 | USA Swimming Foundation, Inc Equities     | 11/30/2011 | \$12,293,442        | 61.7%     | -0.41 | 14.04 | 31.09 | 13.50 | 13.74 | 11.37             |
| 612422071 | USA Swimming Foundation, Inc Fixed Income | 12/6/2011  | \$7,633,934         | 38.3%     | -0.09 | -0.85 | 0.59  | 5.86  | 3.48  | 3.41              |
|           | USA Swimming Foundation, Inc.             |            | \$19,927,376        | 100.0%    | -0.29 | 8.17  | 18.65 | 10.72 | 9.74  | 8.30              |

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

# PORTFOLIO APPRAISAL

# USA Swimming Foundation, Inc. - Equities 612422022

### Moderate

September 30, 2021

| Quantity                                                                    | Security                                                                | Unit<br>Cost | Total<br>Cost           | Price | Market<br>Value         | Pct. Assets | Yield      |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------|-------------------------|-------|-------------------------|-------------|------------|
| CASH AND EQU                                                                | JIVALENTS                                                               |              |                         |       |                         |             |            |
| Cash & Equiva                                                               | lents                                                                   |              |                         |       |                         |             |            |
| Cash & Equivalents<br>DIVIDENDS DECLARED<br>FIRST WESTERN ICS MON<br>MARKET |                                                                         | NEY          | 18,536.10<br>459,169.64 |       | 18,536.10<br>459,169.64 | 0.2<br>3.7  | 0.0<br>0.0 |
|                                                                             | MARKEI                                                                  | _            | 477,705.74              | _     | 477,705.74              | 3.9         | 0.0        |
|                                                                             | Cash & Equivalents Total                                                | -            | 477,705.74              | _     | 477,705.74              | 3.9         | 0.0        |
|                                                                             | CASH AND EQUIVALENT                                                     | S Total      | 477,705.74              | _     | 477,705.74              | 3.9         | 0.0        |
| MUTUAL FUND                                                                 | os                                                                      |              |                         |       |                         |             |            |
| US Mid Cap Ed                                                               | quities                                                                 |              |                         |       |                         |             |            |
| US Mid Cap Growth Equities<br>11,463.038 BAIRD MIDCAP<br>FUND - INST #76    | BAIRD MIDCAP                                                            | 25.78        | 295,565.94              | 32.16 | 368,651.30              | 3.0         | ?          |
|                                                                             | 10112 11.01 11.70                                                       | _            | 295,565.94              | _     | 368,651.30              | 3.0         | 0.0        |
|                                                                             | US Mid Cap Equities Total                                               | _            | 295,565.94              |       | 368,651.30              | 3.0         | 0.0        |
| US Small Cap I                                                              | Equities                                                                |              |                         |       |                         |             |            |
|                                                                             | p Value Equities<br>DEAN SMALL CAP<br>VALUE FUND CLASS<br>A             | 13.28        | 391,237.76              | 17.34 | 510,801.27              | 4.2         | 1.3        |
|                                                                             | 71                                                                      | _            | 391,237.76              | _     | 510,801.27              | 4.2         | 1.3        |
|                                                                             | US Small Cap Equities Tota                                              | 1            | 391,237.76              | _     | 510,801.27              | 4.2         | 1.3        |
| International Ed                                                            | quities                                                                 |              |                         |       |                         |             |            |
|                                                                             | - Developed Markets<br>LAZARD INTL<br>STRATEGIC EQUITY<br>PORT INST CL  | 14.32        | 583,291.68              | 17.96 | 731,334.77              | 5.9         | 0.9        |
|                                                                             | TORTINGTEE                                                              | _            | 583,291.68              | _     | 731,334.77              | 5.9         | 0.9        |
| Int'l Equities<br>16,346.557                                                | - Emerging Markets<br>INVESCO<br>DEVELOPING<br>MARKETS FUND<br>CLASS R6 | 44.38        | 725,425.08              | 51.74 | 845,770.86              | 6.9         | 0.4        |
|                                                                             |                                                                         | -            | 725,425.08              | _     | 845,770.86              | 6.9         | 0.4        |
|                                                                             | International Equities Total                                            | =            | 1,308,716.76            | _     | 1,577,105.63            | 12.8        | 0.6        |

# PORTFOLIO APPRAISAL

# USA Swimming Foundation, Inc. - Equities 612422022

### Moderate

September 30, 2021

| Quantity                    | Security                                                                    | Unit<br>Cost | Total<br>Cost | Price  | Market<br>Value | Pct. Assets | Yield |
|-----------------------------|-----------------------------------------------------------------------------|--------------|---------------|--------|-----------------|-------------|-------|
| REITs                       |                                                                             |              |               |        |                 |             |       |
| International<br>10,246.060 | REITS VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860 | 27.44        | 281,159.43    | 38.04  | 389,760.12      | 3.2         | 0.5   |
|                             |                                                                             |              | 281,159.43    | _      | 389,760.12      | 3.2         | 0.5   |
|                             | REITs Total                                                                 | -            | 281,159.43    | =      | 389,760.12      | 3.2         | 0.5   |
| Commodities                 |                                                                             |              |               |        |                 |             |       |
| Commodities 104,343.482     | S PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45                         | 5.45         | 568,351.35    | 6.39   | 666,754.85      | 5.4         | 2.3   |
|                             |                                                                             |              | 568,351.35    | -      | 666,754.85      | 5.4         | 2.3   |
|                             | Commodities Total                                                           |              | 568,351.35    | -      | 666,754.85      | 5.4         | 2.3   |
|                             | MUTUAL FUNDS Total                                                          |              | 2,845,031.24  | _      | 3,513,073.18    | 28.6        | 1.0   |
| EXCHANGED T                 | TRADED FUNDS                                                                |              |               |        |                 |             |       |
| US Large Cap I              | Equities                                                                    |              |               |        |                 |             |       |
|                             | p Core Equities<br>VANGUARD INDEX<br>FDS S&P 500 ETF SHS<br>NEW             | 265.45       | 3,760,663.58  | 394.40 | 5,587,464.80    | 45.5        | 1.3   |
|                             |                                                                             |              | 3,760,663.58  | _      | 5,587,464.80    | 45.5        | 1.3   |
|                             | US Large Cap Equities Total                                                 |              | 3,760,663.58  | -      | 5,587,464.80    | 45.5        | 1.3   |
| US Mid Cap Ed               | quities                                                                     |              |               |        |                 |             |       |
|                             | Core Equities<br>ISHARES RUSSELL<br>MID-CAP ETF                             | 57.32        | 790,427.45    | 78.22  | 1,078,575.58    | 8.8         | 1.1   |
|                             |                                                                             | •            | 790,427.45    | _      | 1,078,575.58    | 8.8         | 1.1   |
|                             | Value Equities<br>ISHARES RUSSELL<br>MID-CAP VALUE ETF                      | 94.49        | 307,478.59    | 113.25 | 368,515.50      | 3.0         | 1.4   |
|                             |                                                                             |              | 307,478.59    | _      | 368,515.50      | 3.0         | 1.4   |
|                             | US Mid Cap Equities Total                                                   | -            | 1,097,906.05  | _      | 1,447,091.08    | 11.8        | 1.2   |

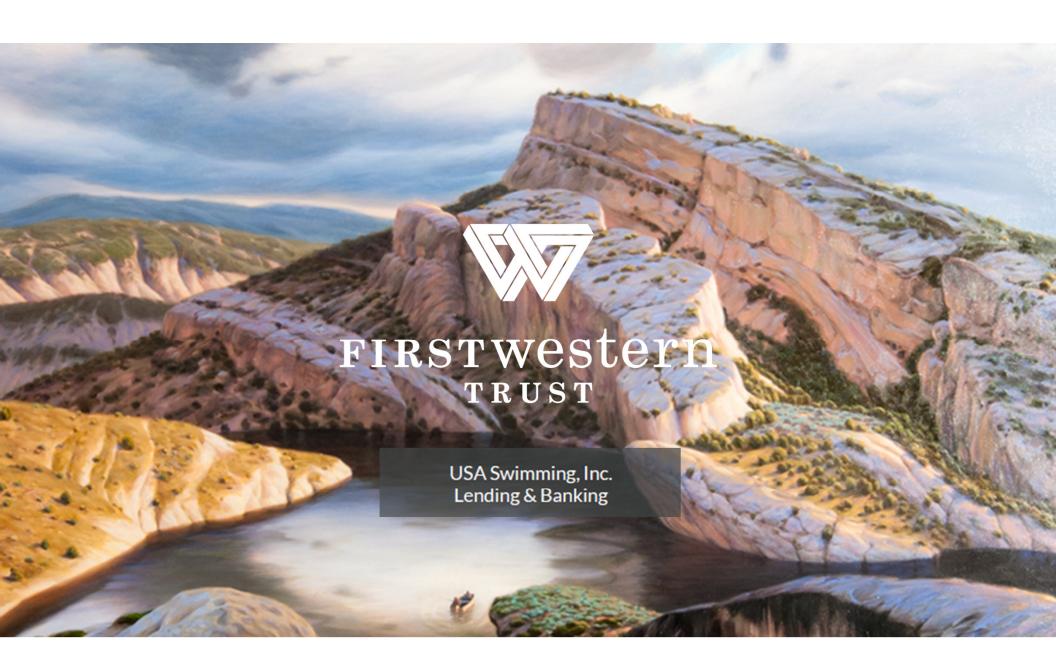
# PORTFOLIO APPRAISAL

# USA Swimming Foundation, Inc. - Equities 612422022

### Moderate

September 30, 2021

| Quantity                 | Security                                                         | Unit<br>Cost | Total<br>Cost | Price  | Market<br>Value | Pct. Assets | Yield |
|--------------------------|------------------------------------------------------------------|--------------|---------------|--------|-----------------|-------------|-------|
| US Small Cap             | Equities                                                         |              |               |        |                 |             |       |
|                          | np Core Equities ISHARES RUSSELL 2000 ETF                        | 173.71       | 436,716.66    | 218.75 | 549,937.50      | 4.5         | 0.9   |
|                          | 2000 211                                                         | _            | 436,716.66    | _      | 549,937.50      | 4.5         | 0.9   |
|                          | US Small Cap Equities Tot                                        | al           | 436,716.66    | _      | 549,937.50      | 4.5         | 0.9   |
| International E          | quities                                                          |              |               |        |                 |             |       |
| Int'l Equities<br>14,224 | - Developed Markets<br>VANGUARD FTSE<br>DEVELOPED<br>MARKETS ETF | 41.75        | 593,787.92    | 50.49  | 718,169.76      | 5.8         | 2.5   |
|                          |                                                                  |              | 593,787.92    | _      | 718,169.76      | 5.8         | 2.5   |
|                          | International Equities Total                                     |              | 593,787.92    |        | 718,169.76      | 5.8         | 2.5   |
|                          | EXCHANGED TRADED I                                               | FUNDS Total  | 5,889,074.20  | _      | 8,302,663.14    | 67.5        | 1.4   |
| TOTAL PORTE              | OLIO                                                             |              | 9,211,811.19  |        | 12,293,442.06   | 100.0       | 1.2   |



# Loan Relationship

| Loan   | Borrower         | Guarantors                                 | Туре          | Commitment   | Balance            | Origination<br>Date | Maturity<br>Date | Rate                        | Collateral       |
|--------|------------------|--------------------------------------------|---------------|--------------|--------------------|---------------------|------------------|-----------------------------|------------------|
| xx-985 | USA Swimming     | N/A                                        | Ltr of Credit | \$ 3,200,000 | \$ -               | 9/22/2016           | 6/22/2026        | WSJP50%, v<br>floor of 3.0% | FW IM<br>Account |
| xx-373 | USA Swimming     | N/A                                        | RLOC          | \$ 3,000,000 | \$ 1,821,000       | 6/24/2020           | 6/24/2022        | WSJP25%, v<br>floor of 3.0% | FW IM<br>Acount  |
| xx-937 | USA Swimming     | N/A                                        | РРР           | \$ -         | paid and<br>closed | 4/20/2020           | 4/20/2025        | 1.00%                       | Unsecured        |
| xx-596 | Swim Trials, LLC | USA Swimming<br>Omaha Sports<br>Commission | RLOC          | \$ -         | paid and<br>closed | 3/18/2021           | 6/18/2022        | WSJP25%, v<br>floor of 3.0% | FW IM<br>Account |
|        |                  |                                            | Subtotal      | \$ 6,200,000 | \$ 1,821,000       |                     |                  |                             |                  |



# **Deposit Relationship**

| Account | Туре             | Account Owner    | Signers                                          |    | Current<br>Balance |  |  |  |  |  |  |
|---------|------------------|------------------|--------------------------------------------------|----|--------------------|--|--|--|--|--|--|
| xx-568  | Busines Checking | USA Swimming     | Tim Hincey<br>Eric Skufca<br>Lucinda McRoberts   | \$ | 42,421             |  |  |  |  |  |  |
| xx-869  | Busines Checking | USA Swimming     | Tim Hinchey<br>Eric Skufca<br>Lucinida McRoberts | \$ | 182,317            |  |  |  |  |  |  |
| xx-805  | Busines Checking | Swim Trials, LLC | Tim Hinchey<br>Eric Skufca                       | \$ | 42                 |  |  |  |  |  |  |
|         | Subtotal         |                  |                                                  |    |                    |  |  |  |  |  |  |

# **Disclosures**

- 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.
- First Western Trust cannot provide tax or legal advice. This is provided for informational purposes only. Please consult your tax advisor or attorney for guidance on how the information contained within may apply to your specific situation.
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### **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 and Activities

DA: November 29, 2021

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 guarterly period ending September 30, 2021.

Signed Yayuu , President & CEO , CFO

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 2021 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 2021 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, 2020 were audited and issued a clean opinion. The Chief Financial Officer continues to abide by GAAP.

We therefore 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 revenues were \$29,990,474 with corresponding expenses of \$25,090,121, for a year-to-date excess of \$4,900,353. Current projection for fiscal year end is total revenue of \$32,093,326 and expenses of \$35,579,607 and we thus anticipate an operating deficit of (\$3,486,281). Understanding the number of unknowns still at this time, below are some of the material deviations from our original 2021 budget at the time of this monitoring report:

- Operating revenues projected more by an estimated \$1,293,000 or 4.2%.
  - Membership revenue projected more by an estimated \$3,315,000 due to the latest analysis and year-to-date actuals.
  - Olympic Trials net revenue projected less by an estimated (\$3,170,000) primarily due to reduced Trials joint venture operating projections most notably caused by reductions in venue capacity and increased expenditures related to Covid-19 mitigation/testing protocols.
  - Partnership Marketing revenue projected more by an estimated \$735,000 based on latest signed or anticipated sponsorship contracts.
  - Foundation revenue projected more by an estimated \$365,000 primarily due to increased donor support for the Olympic Team travel logistics and Community Impact grants.
  - o Pandemic Relief projected more by an estimated \$182,000 due to remaining PPP funding from 2020 that was forgiven in full in 2021.
- Operating expenses more than original budget by an estimated (\$1,610,000) or (4.7%).
  - National Team division projected more by an approximate (\$895,000) primarily due to the net adjusted Olympic Team travel logistics, net adjusted Olympic Team training camp(s) location, and Covid-19 mitigation/testing protocols.
  - Event Operations division projected more by an estimated (\$618,000) primarily due to the increased expenditures related to Covid-19 mitigation/testing protocols at events and more TV/Webcast execution than budgeted.
  - Sport Development division projected less by an approximate \$549,000 primarily due to less expenditure around the timing of Online Member Registration and nature of Zone Workshops.
  - Commercial division projected more by an approximate (\$395,000) primarily due to USA Swimming Productions work around Trials, AquaZone (AquaLounge) execution at Trials, and partnership activation.

Based on current 2021 projections compared to the original 2021 budget approved in November 2020, the year's projected operating deficit is greater than the approved budget. That said, there are still multiple revenue and expense areas that, depending on final outcomes, can reasonably result in a lower operating deficit than what was originally budgeted (said areas include, but are not limited to, Olympic Trials operating outcome, risk management expenditures, fourth quarter event expenditures, etc.).

We therefore report **POTENTIAL NON-COMPLIANCE** on a current, interim basis, but note **COMPLIANCE** is currently obtainable depending on the year's final results in many areas. We note the ongoing concerted efforts by the Strategy Team and Division Directors to strategically make operational decisions that can position us as well as possible throughout the 2021 "five-year guad and beyond."

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 \$1,714,542 as of September 30, 2021 with 2021 projected monthly operating expenses at approximately \$2,950,000. Although liquidity was more than the required threshold by this policy for the majority of the quarter, the quarter end (9/30/2021) balance was below threshold. The third quarter of each year is the organization's leanest from a cashflow perspective and requires the most cashflow management by the Finance division. In the third quarter of each year, it is not unusual for cash levels to temporarily fall below the threshold and or temporarily draw money from the invested portfolio at the end of a membership cycle to meet short-term liquidity and capital project needs. Third quarter 2021 followed suit because on September 10, (\$2,500,000) was drawn from our investment portfolio to meet short-term liquidity and capital project needs before the fall membership cashflow begins transacting in October of each year.

Note in November, \$4,500,000 was then reinvested back into our investment portfolio from operating cash given our continuous financial and cashflow analysis and management.

Given the cyclical nature of the organization's cashflow, continuous and proactive management, and the fact that cashflow was available to appropriately and timely meet all the quarter's expenditure needs, we report **COMPLIANCE.** 

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:

Approximately ten staff have corporate credit cards, with balances paid in full through the last statements. No other debt was originated during this reporting period and the two forms of debt originated in 2020 (PPP and revolving line of credit) have been reported and approved in prior Monitoring Reports.

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

**CEO'S INTERPRETATION:** (No change since previous report)

Accessing the reserve funds is purely at the discretion of, and requires explicit authorization by, the Board of Directors.

#### REPORT:

The Board-designated Reserve has been tapped (capitalized or expensed) \$1,727,596 thus far in 2021 for three Board approved planned investments: the "Keeping Athletes First" initiative, legal expenditures, and USSIC sale letter of credit drawdown interest payments. All initiatives were Board approved to be used out of the Board-designated Reserve.

We therefore 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 November 29, 2021 (the date of this monitoring report) and all payables have been paid on time.

We therefore 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, 2021. The 2020 Form 990 was filed by the November 15, 2021 extension deadline. There are no outstanding, overdue filings.

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:**

As reported in this Monitoring Report in May and September 2021 and also throughout this current monitoring report (specifically in Policy Provision 2 above), 2021 continues to bring a number of operationally unique and financially unknown areas as we make our way through the final year of the five-year "quad." As illustrated above, at the time of this monitoring report there are projected material deviations from the Board approved 2021 budget in both operating revenues and expenditures. Two particular programmatic expense deviations occurred within the National Team and Event Operations divisions, respectively; we anticipate the collective total of these two expense deviations to surpass the \$250,000 mark. The first deviation can be attributed to the Olympic Team travel game plan to and from the Olympic prep camp(s) and Olympic Games, the second can be attributed to increased expenditures related to Covid-19 mitigation/testing protocols at our events across the organization (including the Olympic Trials). We thoroughly discussed these areas and others with the Board at the May 2021 meeting and collectively concluded that proactive communication and projections was a best practice as we continue through these times and this policy provision.

We therefore 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.

We therefore report **COMPLIANCE**.

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

**CEO'S INTERPRETATION**: (No change 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. "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, and event fees. At quarter end, there was one sponsor contract and one event vendor contract on our receivables that were both greater than \$10,000 and over 60 days past due (totaling \$116,000). We are monitoring and communicating with these customers regularly and either anticipate successful resolution or contract amendments. One of the vendors may require legal intervention.

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 2020 fiscal audit was not accompanied by any Management Letter recommendations.

We therefore report COMPLIANCE.

POLICY PROVISION 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 therefore report **COMPLIANCE**.

POLICY PROVISION 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 (either direct or via CEO credit card) submitted by the CEO during the third quarter 2021.



# BUDGET

2022

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|   | 20      | Board Approved Reserve Investments (2017-2022)  |
|   | 21      | Capital Expenditures (2021-2022)                |

# USA Swimming 2017-2022 Business Plan Summary As of 11/29/2021

|                                                    |    | Actual<br>2017 | Actual<br>2018 | Actual<br>2019 | Actual<br>2020       | Projection<br>2021 | Budget<br>2022    |
|----------------------------------------------------|----|----------------|----------------|----------------|----------------------|--------------------|-------------------|
| REVENUE:                                           |    |                |                |                |                      |                    |                   |
| Membership                                         | \$ | 22,483,811 \$  | 22,778,145 \$  | 23,203,900 \$  | 21,958,981 \$        | 18,143,499         | \$<br>22,129,990  |
| Partnership Marketing                              | ·  | 4,892,200      | 4,439,244      | 5,384,352      | 2,149,720            | 4,803,956          | 5,297,239         |
| USOPC Partnership                                  |    | 5,134,700      | 5,294,900      | 5,305,500      | 4,090,811            | 5,591,091          | 5,327,465         |
| Investment Income                                  |    | 1,001,643      | 1,070,021      | 1,804,747      | 730,683              | 10,500             | 20,000            |
| Foundation                                         |    | 792,500        | 963,600        | 1,193,750      | 1,152,649            | 1,451,933          | 1,404,175         |
| Sport and Events                                   |    | 1,069,626      | 851,153        | 1,425,523      | 427,091              | 301,500            | 524,000           |
| Olympic Trials                                     |    | (91,372)       | (46,541)       | (93,672)       | (57,475)             | 1,241,500          | (75,000)          |
| Pandemic Relief Other Income                       |    | -<br>331,745   | -<br>749,322   | -<br>505,716   | 1,445,651<br>451,113 | 182,317<br>367,030 | 353,398           |
| Total Revenue                                      |    |                |                | ·              | ·                    |                    |                   |
| Total Revenue                                      |    | 35,614,853     | 36,099,844     | 38,729,815     | 32,349,224           | 32,093,326         | 34,981,267        |
| EXPENSES:                                          |    |                |                |                |                      |                    |                   |
| Technical/Sport:                                   |    |                |                |                |                      |                    |                   |
| National Team                                      |    | 8,541,826      | 9,692,513      | 11,348,949     | 5,507,013            | 10,295,162         | 8,479,138         |
| Sport Development                                  |    | 5,306,748      | 5,450,767      | 5,881,615      | 4,654,761            | 5,135,471          | 6,638,304         |
| Event Operations                                   |    | 7,625,558      | 6,585,153      | 6,370,668      | 2,277,680            | 3,803,080          | 4,424,765         |
| Total Technical / Sport                            |    | 21,474,131     | 21,728,433     | 23,601,232     | 12,439,453           | 19,233,713         | 19,542,208        |
| Other Programs:                                    |    |                |                |                |                      |                    |                   |
| Commercial                                         |    | 5,172,794      | 6,260,256      | 6,119,540      | 4,334,824            | 6,040,178          | 6,130,179         |
| Risk Management / Insurance                        |    | 3,004,431      | 3,063,524      | 3,195,455      | 2,935,394            | 4,445,692          | 5,580,610         |
| Foundation Support                                 |    | 525,371        | 996,997        | 449,414        | 392,446              | 457,385            | 457,385           |
| Total Other Programs                               |    | 8,702,596      | 10,320,778     | 9,764,409      | 7,662,664            | 10,943,255         | 12,168,174        |
| Administration:                                    |    |                |                |                |                      |                    |                   |
| Executive                                          |    | 4,013,797      | 1,530,149      | 1,600,769      | 1,211,838            | 1,520,816          | 1,509,677         |
| Finance                                            |    | 1,364,162      | 871,532        | 1,157,804      | 852,272              | 880,547            | 867,887           |
| Business Affairs                                   |    | 807,980        | 3,102,737      | 3,742,534      | 3,955,757            | 3,001,276          | 3,499,775         |
| Total Administration                               |    | 6,185,939      | 5,504,417      | 6,501,107      | 6,019,867            | 5,402,640          | 5,877,339         |
| Total Expenses                                     |    | 36,362,666     | 37,553,628     | 39,866,748     | 26,121,984           | 35,579,607         | 37,587,720        |
| OPERATING SURPLUS (DEFICIT) Before                 |    |                |                |                |                      |                    |                   |
| Investment G/(L)                                   | \$ | (747,813) \$   | (1,453,784) \$ | (1,136,933) \$ | 6,227,240 \$         | (3,486,281)        | \$<br>(2,606,453) |
| Investment Gains (Losses)                          |    | 3,816,462      | (2,480,166)    | 4,015,437      | 2,989,783            | 2,500,000          | 2,400,000         |
| OPERATING SURPLUS (DEFICIT) After Investment G/(L) | \$ | 3,068,649 \$   | (3,933,950) \$ | 2,878,504 \$   | 9,217,023 \$         | (986,281)          | \$<br>(206,453)   |

# USA Swimming 2022 Budget vs. 2021 Projection Summary As of 11/29/2021

|                                               | Current<br>Projection<br>2021 | Budget<br>2022        | (  | \$ Variance<br>Favorable<br>Unfavorable) | % Variance<br>Favorable<br>(Unfavorable) |
|-----------------------------------------------|-------------------------------|-----------------------|----|------------------------------------------|------------------------------------------|
| DEVENUE.                                      |                               |                       |    |                                          |                                          |
| REVENUE: Membership                           | \$ 18,143,499                 | \$ 22,129,990         | \$ | 3,986,491                                | 22.0%                                    |
| Partnership Marketing                         | 4,803,956                     | 5,297,239             | Ψ  | 493,283                                  | 10.3%                                    |
| USOPC Partnership                             | 5,591,091                     | 5,327,465             |    | (263,626)                                | -4.7%                                    |
| Investment Income                             | 10,500                        | 20,000                |    | 9,500                                    | 90.5%                                    |
| Foundation                                    | 1,451,933                     | 1,404,175             |    | (47,758)                                 | -3.3%                                    |
| Sport and Events                              | 301,500                       | 524,000               |    | 222,500                                  | 73.8%                                    |
| Olympic Trials                                | 1,241,500                     | (75,000)              |    | (1,316,500)                              | -106.0%                                  |
| Pandemic Relief                               | 182,317                       | _                     |    | (182,317)                                | 100.0%                                   |
| Other Income                                  | 367,030                       | 353,398               |    | (13,632)                                 | -3.7%                                    |
| Total Revenue                                 | 32,093,326                    | 34,981,267            |    | 2,887,942                                | 9.0%                                     |
| EXPENSES:                                     |                               |                       |    |                                          |                                          |
| Technical/Sport:                              |                               |                       |    |                                          |                                          |
| National Team                                 | 10,295,162                    | 8,479,138             |    | 1,816,024                                | 17.6%                                    |
| Sport Development                             | 5,135,471                     | 6,638,304             |    | (1,502,833)                              | -29.3%                                   |
| Event Operations                              | 3,803,080                     | 4,424,765             |    | (621,686)                                | -16.3%                                   |
| Total Technical / Sport                       | 19,233,713                    | 19,542,208            |    | (308,495)                                | -1.6%                                    |
|                                               |                               |                       |    |                                          |                                          |
| Other Programs:                               | 0.040.470                     | 0.400.470             |    | (00.004)                                 | 4 = 0/                                   |
| Commercial                                    | 6,040,178                     | 6,130,179             |    | (90,001)                                 | -1.5%                                    |
| Risk Management / Insurance                   | 4,445,692                     | 5,580,610             |    | (1,134,918)                              | -25.5%<br>0.0%                           |
| Foundation Support Total Other Programs       | 457,385<br>10,943,255         | 457,385<br>12,168,174 |    | (1,224,919)                              | -11.2%                                   |
| Total Other Flograms                          | 10,943,233                    | 12,100,174            |    | (1,224,919)                              | -11.270                                  |
| Administration:                               |                               |                       |    |                                          |                                          |
| Executive                                     | 1,520,816                     | 1,509,677             |    | 11,139                                   | 0.7%                                     |
| Finance                                       | 880,547                       | 867,887               |    | 12,660                                   | 1.4%                                     |
| Business Affairs                              | 3,001,276                     | 3,499,775             |    | (498,499)                                | -16.6%                                   |
| Total Administration                          | 5,402,640                     | 5,877,339             |    | (474,699)                                | -8.8%                                    |
| Total Expenses                                | 35,579,607                    | 37,587,720            |    | (2,008,113)                              | -5.6%                                    |
| Operating Surplus (Deficit) Before Investment |                               |                       |    |                                          |                                          |
| G/(L)                                         | \$ (3,486,281)                | \$ (2,606,453)        | \$ | 879,828                                  |                                          |
| Investment Gains (Losses)                     | 2,500,000                     | 2,400,000             |    | (100,000)                                | -4.0%                                    |
| Operating Surplus (Deficit) After Investment  |                               |                       |    |                                          |                                          |
| G/(L)                                         | \$ (986,281)                  | \$ (206,453)          | \$ | 779,828                                  |                                          |

# USA Swimming Revenue Budget

|         |                                             |                     |                     |                                  | I/C                 | evenue Buage        | ŧ.                  |               |                                          |                 |                                            |                |
|---------|---------------------------------------------|---------------------|---------------------|----------------------------------|---------------------|---------------------|---------------------|---------------|------------------------------------------|-----------------|--------------------------------------------|----------------|
|         |                                             | Actual              | Actual              | Actual                           | Actual              | Budget              | Projection          | Budget        | Increase/(De<br>2021 Project<br>2021 Buc | tion vs<br>lget | Increase/(Dec<br>2022 Budge<br>2021 Projec | et vs<br>ction |
| Line #  |                                             | 2017                | 2018                | 2019                             | 2020                | 2021                | 2021                | 2022          | \$                                       | %               | \$                                         | %              |
|         | MEMBERSHIP:                                 | <b>A</b> 40.055.000 | <b>*</b> 40 454 000 | <b>*</b> 40.00 <del>7</del> .040 | <b>A</b> 47 000 050 | <b>A</b> 40 450 000 | <b>*</b> 44.000.040 | A 40 500 400  |                                          | 00.00/          |                                            | 0.4.40/        |
| 1       | Athlete Membership                          | \$ 19,255,600       | \$ 19,451,286       |                                  | \$ 17,696,050       | \$ 12,158,080       | \$ 14,930,816       | \$ 18,536,100 | \$ 2,772,736                             | 22.8%           | \$ 3,605,284                               | 24.1%          |
| 2       | Flex Membership                             | -                   | -                   | 252,400                          | 258,830             | 320,000             | 442,560             | 475,000       | 122,560                                  | 38.3%           | 32,440                                     | 7.3%           |
| 3       | Cost of Flex from Reserves                  | 755 420             | -<br>740 470        | 722,216                          | 1,302,502           | -                   | 440.000             | 270.050       | -                                        | E 70/           | (44.040)                                   | 40.00/         |
| 4       | Seasonal Athlete Membership                 | 755,430             | 742,470             | 561,540                          | 181,528             | 390,630             | 412,890             | 370,950       | 22,260                                   | 5.7%            | (41,940)                                   | -10.2%         |
| 5       | Outreach Athlete Membership Club Membership | 53,885              | 56,845              | 53,210                           | 42,435              | 33,410              | 23,665              | 22,500        | (9,745)                                  | -29.2%          | (1,165)                                    | -4.9%<br>8.6%  |
| 6       | • • • • • • • • • • • • • • • • • • •       | 212,100             | 212,380             | 212,310                          | 206,220             | 165,620             | 188,650             | 204,960       | 23,030                                   | 13.9%           | 16,310                                     |                |
| ,<br>8  | Seasonal Club Membership                    | 5,120               | 4,720               | 4,800                            | 2,520               | 2,360               | 3,560               | 4,360         | 1,200                                    | 50.8%<br>23.7%  | 800                                        | 22.5%<br>14.3% |
| 9       | Non-Athlete Membership                      | 2,165,184           | 2,269,250           | 2,368,610                        | 2,234,062           | 1,785,600           | 2,209,088           | 2,525,820     | 423,488                                  | 23.7%           | 316,732                                    | 14.3%          |
| 9<br>10 | Family Membership<br>Life Membership        | 29,332              | 37,668              | 37,334                           | 33,334              | 15,000              | 32,000              | 35,000        | 17,000                                   | 113.3%          | 3,000                                      | 9.4%           |
| 11      | Allied Membership                           | 1,000               | 500                 | 500                              | 33,334              | 15,000              | 32,000              | 35,000        | 17,000                                   | 113.370         | 3,000                                      | 9.4 70         |
| 12      | Affiliate Membership                        | 800                 | 600                 | 500                              | 450                 | -                   | -                   | -             | _                                        |                 | -                                          |                |
| 13      | Delegate Fees                               | 350                 | 250                 | 500                              | 430                 | <b>-</b>            | <u>-</u>            | _             | _                                        |                 | _                                          |                |
| 14      | Single Meet Open Water                      | 4,710               | 1,930               | 1,510                            | 320                 | 1,000               | 270                 | 300           | (730)                                    | -73.0%          | 30                                         | 11.1%          |
| 15      | Other                                       | 300                 | 246                 | 624                              | 730                 | (43,589)            | (100,000)           | (45,000)      | (56,411)                                 | 129.4%          | 55,000                                     | -55.0%         |
| 13      | TOTAL MEMBERSHIP                            | 22,483,811          | 22,778,145          | 23,203,900                       | 21,958,981          | 14,828,111          | 18,143,499          | 22,129,990    | 3,315,388                                | 22.4%           | 3,986,491                                  | 22.0%          |
|         | TOTAL MEMBEROTH                             | 22,400,011          | 22,770,140          | 20,200,300                       | 21,300,301          | 14,020,111          | 10, 140,433         | 22,123,330    | 0,010,000                                | 22.470          | 0,500,451                                  | 22.070         |
|         | PARTNERSHIP MARKETING                       |                     |                     |                                  |                     |                     |                     |               |                                          |                 |                                            |                |
| 16      | Sponsorships                                | 4,135,146           | 4,020,160           | 4,827,593                        | 1,965,405           | 3,651,456           | 4,341,456           | 4,819,739     | 690,000                                  | 18.9%           | 478,283                                    | 11.0%          |
| 17      | Supplier Income                             | 155,000             | 140,000             | 192,875                          | 82,500              | 172,500             | 235,000             | 225,000       | 62,500                                   | 36.2%           | (10,000)                                   | -4.3%          |
| 18      | Licensee Income                             | 25,000              | 15,000              | 54,000                           | 36,324              | 15,000              | 15,000              | 15,000        | -                                        | 0.0%            | -                                          | 0.0%           |
| 19      | Other                                       | 49,087              | 28,335              | 23,857                           | 5,060               | 20,000              | -                   | -             | (20,000)                                 | -100.0%         | _                                          | 0.076          |
| 20      | Publication/Video Sales                     | -                   | 330                 | 180                              | -                   | ,                   |                     |               | -                                        |                 | _                                          |                |
| 21      | Ecommerce                                   | 72,655              | 82,229              | 83,901                           | 28,784              | 85,000              | 87,500              | 87,500        | 2,500                                    | 2.9%            | _                                          | 0.0%           |
| 22      | SwimJitsu                                   | 320,000             | ,<br>-              | -                                | -                   | -                   | ,                   | ,             | _                                        |                 | _                                          |                |
| 23      | SwimBiz                                     | 8,325               | 7,960               | 6,530                            | -                   | -                   |                     |               | _                                        |                 | _                                          |                |
| 24      | Royalties                                   | 120,198             | 133,000             | 195,415                          | 31,647              | 125,000             | 125,000             | 125,000       | _                                        | 0.0%            | _                                          | 0.0%           |
| 25      | Shipping/Handling                           | 94                  | -                   | -                                | -                   | -                   | ,                   | · ·           | _                                        |                 | _                                          |                |
| 26      | Splash Magazine Subscriptions               | 955                 | 956                 | -                                | -                   | -                   |                     |               | -                                        |                 | -                                          |                |
| 27      | Video Production Sales                      | 5,740               | -                   | -                                | -                   | -                   |                     |               | -                                        |                 | -                                          |                |
| 28      | DeckPass App                                |                     | 7,774               | -                                | -                   | -                   |                     |               | -                                        |                 | -                                          |                |
| 29      | Team Unify/Sports Engine                    |                     |                     |                                  |                     | -                   | -                   | 25,000        | -                                        |                 | 25,000                                     |                |
| 30      | Other                                       |                     | 3,500               | -                                | -                   | -                   |                     |               | -                                        |                 | -                                          |                |
|         | TOTAL PARTNERSHIP MARKETING                 | 4,892,200           | 4,439,245           | 5,384,351                        | 2,149,720           | 4,068,956           | 4,803,956           | 5,297,239     | 735,000                                  | 18.1%           | 493,283                                    | 10.3%          |
|         | USOPC PARTNERSHIP:                          |                     |                     |                                  |                     |                     |                     |               |                                          |                 |                                            |                |
| 31      | NGB Funding                                 | 3,082,200           | 3,082,200           | 3,082,200                        | 1,851,000           | 3,082,200           | 3,183,696           | 2,995,665     | 101,496                                  | 3.3%            | (188,031)                                  | -5.9%          |
| 32      | Direct Athlete Support                      | 1,997,500           | 2,207,300           | 2,207,300                        | 2,226,865           | 2,232,300           | 2,232,300           | 2,232,300     | -                                        | 0.0%            | -                                          | 0.0%           |
| 33      | International Relations Grants              | 5,000               | 5,400               | 16,000                           | 7,946               | 15,000              | 15,000              | 12,000        | -                                        | 0.0%            | (3,000)                                    | -20.0%         |
| 34      | Other USOPC Support                         | 50,000              | -                   |                                  | 5,000               |                     | 160,095             | 87,500        | 160,095                                  |                 | (72,595)                                   | -45.3%         |
|         | TOTAL USOPC PARTNERSHIP                     | 5,134,700           | 5,294,900           | 5,305,500                        | 4,090,811           | 5,329,500           | 5,591,091           | 5,327,465     | 261,591                                  | 4.9%            | (263,626)                                  | -4.7%          |
|         |                                             |                     |                     |                                  |                     |                     |                     |               |                                          |                 |                                            |                |

# USA Swimming Revenue Budget

|          |                                        |                |                |                | VeA            | enue Buagei    | ·                  |                |                                             |         |                                            |         |
|----------|----------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|---------------------------------------------|---------|--------------------------------------------|---------|
| Line #   | •                                      | Actual<br>2017 | Actual<br>2018 | Actual<br>2019 | Actual<br>2020 | Budget<br>2021 | Projection<br>2021 | Budget<br>2022 | Increase/(Dec<br>2021 Projecti<br>2021 Budo | on vs   | Increase/(Dec<br>2022 Budge<br>2021 Projec | et vs   |
| Line #   | <del>-</del>                           | 2017           | 2010           | 2019           | 2020           | 2021           | 2021               | 2022           | <b>.</b>                                    | 70      | ð                                          |         |
| 0.5      | INVESTMENT INCOME:                     | 000 500        | 000 500        | 4 700 000      | 704.040        |                |                    |                |                                             |         |                                            |         |
| 35       | Portfolio Income                       | 990,500        | 990,500        | 1,738,900      | 704,616        | -              | -                  | -              | -                                           |         | -                                          |         |
| 36       | Portfolio Income - 2017-2020 True-up   | -              | 70 504         | -              | -              | -              | 40.500             | 00,000         | (0.500)                                     | 47.50/  | -                                          | 00.50/  |
| 37       | Interest Income - ST Investments       | 11,143         | 79,521         | 65,848         | 26,067         | 20,000         | 10,500             | 20,000         | (9,500)                                     | -47.5%  | 9,500                                      | 90.5%   |
|          | TOTAL INVESTMENT INCOME                | 1,001,643      | 1,070,021      | 1,804,748      | 730,683        | 20,000         | 10,500             | 20,000         | (9,500)                                     | -47.5%  | 9,500                                      | 90.5%   |
|          | FOUNDATION:                            |                |                |                |                |                |                    |                |                                             |         |                                            |         |
| 38       | USA Swimming Foundation                | 612,500        | 783,600        | 1,013,750      | 882,649        | 817,500        | 1,181,933          | 1,034,175      | 364,433                                     | 44.6%   | (147,758)                                  | -12.5%  |
| 39       | Swim-A-Thon                            | 120,000        | 120,000        | 120,000        | -<br>-         | -              | -                  | 100,000        | -                                           |         | 100,000                                    |         |
| 40       | Foundation Rent and Services           | 60,000         | 60,000         | 60,000         | 270,000        | 270,000        | 270,000            | 270,000        | _                                           | 0.0%    | -                                          | 0.0%    |
| 41       | Unrestricted Donations                 | ,<br>-         | ,<br>-         | ,<br>-         | -              | ,              | , ,                | ŕ              | _                                           |         | -                                          |         |
|          | TOTAL FOUNDATION                       | 792,500        | 963,600        | 1,193,750      | 1,152,649      | 1,087,500      | 1,451,933          | 1,404,175      | 364,433                                     | 33.5%   | (47,758)                                   | -3.3%   |
|          | SPORT AND EVENTS:                      |                |                |                |                |                |                    |                |                                             |         |                                            |         |
| 42       | Duel in the Pool                       |                |                |                |                |                |                    |                |                                             |         |                                            |         |
| 43       | FINA Jr. World Championships           | 336,074        | -              | -              | -              | -              | -                  | -              | -                                           |         | -                                          |         |
| 43<br>44 | TYR Pro Swim Series                    | 330,074        | -              | -<br>65,000    | 25,000         | -              | _                  | 50,000         | -                                           |         | 50,000                                     |         |
| 44<br>45 | ISL Championships                      | -              | -              | 241,000        | 23,000         | -              | -                  | 30,000         | -                                           |         | 30,000                                     |         |
| 46       | Golden Goggle Awards (net)             | (87,050)       | (93,376)       | 69,678         | 118,331        | 125,000        | 100,000            | 125,000        | (25,000)                                    | -20.0%  | 25,000                                     | 25.0%   |
| 47       | International TV Rights                | (07,000)       | (33,370)       | -              | 110,551        | 15,000         | 5,000              | 15,000         | (10,000)                                    | -66.7%  | 10,000                                     | 200.0%  |
| 48       | Coach Education Clinics                | 50,968         | 58,264         | 47,435         | _              | 50,000         | 6,500              | 25,000         | (43,500)                                    | -87.0%  | 18,500                                     | 284.6%  |
| 49       | Foundations 101 and 201                | 139,445        | 136,267        | 148,038        | 85,465         | 140,000        | 130,000            | 154,000        | (10,000)                                    | -7.1%   | 24,000                                     | 18.5%   |
| 50       | Altitude Camps                         | 513,099        | 661,442        | 606,339        | 185,937        | 240,000        | 100,000            | 75,000         | (240,000)                                   | -100.0% | 75,000                                     | 10.070  |
| 51       | Hotel Rebates                          | 30,438         | 40,999         | 66,348         | -              | 15,000         | 15,000             | 25,000         | (240,000)                                   | 0.0%    | 10,000                                     | 66.7%   |
| 52       | Meet Ticket Revenue - Vendini          | 22,181         | -              | 87,357         | _              | 60,000         | -                  | 20,000         | (60,000)                                    | -100.0% | -                                          | 00.770  |
| 53       | Championship Symposium                 | -              | _              | -              | -              | -              | _                  | _              | -                                           | 100.070 | _                                          |         |
| 54       | World Championships                    | _              | _              | _              | -              | _              | _                  | _              | _                                           |         | _                                          |         |
| 55       | Youth Team Support                     | _              | _              | _              | _              | _              | _                  | _              | _                                           |         | _                                          |         |
| 56       | Officials Clinic                       | _              | _              | _              | _              | _              | _                  | _              | _                                           |         | _                                          |         |
| 57       | Pan Pacific Championships              | _              | _              | _              | _              | _              | _                  | _              | _                                           |         | _                                          |         |
| 58       | Facilities Conference                  | 16,258         | 14,287         | 11,964         | 6,868          | -              | _                  | _              | _                                           |         | _                                          |         |
| 59       | Safe Sport Materials & Leadership Conf | 14,522         | 15,884         | 15,623         | -              | 12,000         | _                  | _              | (12,000)                                    | -100.0% | _                                          |         |
| 60       | On-line Meet Registration              | 29,532         | 31,451         | 57,206         | 4,258          | 40,000         | 45,000             | 55,000         | 5,000                                       | 12.5%   | 10,000                                     | 22.2%   |
| 61       | Other                                  | 4,159          | (14,065)       | 9,535          | 1,232          | ,<br>-         | ´-                 | ´-             | -                                           |         | ,<br>-                                     |         |
|          | TOTAL SPORT AND EVENTS                 | 1,069,626      | 851,153        | 1,425,523      | 427,091        | 697,000        | 301,500            | 524,000        | (395,500)                                   | -56.7%  | 222,500                                    | 73.8%   |
| 62       | Olympic Trials                         | (91,372)       | (46,541)       | (93,672)       | (57,475)       | 4,410,000      | 1,241,500          | (75,000)       | (3,168,500)                                 | -71.8%  | (1,316,500)                                | -106.0% |
| 63       | Pandemic Relief:                       | -              | -              | -              | 1,445,651      | -              | 182,317            | -              | 182,317                                     |         | (182,317)                                  | -100.0% |
|          |                                        |                |                |                |                |                |                    |                |                                             |         |                                            | 1       |

# USA Swimming Revenue Budget

| Line # | OTHER INCOME:                   | Actual<br>2017 | Actual<br>2018 | Actual<br>2019 | Actual<br>2020 | Budget<br>2021 | Projection<br>2021 | Budget<br>2022 |
|--------|---------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|
| 64     | Unclaimed Prize Money           | 44,310         | 404,076        | 56,951         | 73,053         | -              | -                  | _              |
| 65     | Dividend - USSIC                | ,<br>-         | ,<br>-         | -              | -              | -              | -                  | -              |
| 66     | NCAA Time System                | 93,000         | 93,000         | 96,720         | 100,589        | 100,600        | 100,589            | 100,589        |
| 67     | Imputed Prepaid Rent Income     | 174,382        | 163,669        | 228,912        | 264,280        | 258,941        | 258,941            | 252,810        |
| 68     | FINA Time System                | -              | -              | -              | -              | -              | -                  | -              |
| 69     | Background Checks               | -              | -              | -              | -              | -              | -                  | -              |
| 70     | Combined Federal Campaign       | 7,935          | 6,729          | 5,419          | 1,931          | -              | -                  | -              |
| 71     | Other Revenue                   | 12,118         | 81,848         | 117,714        | 11,260         | -              | 7,500              | -              |
|        | TOTAL OTHER INCOME              | 331,745        | 749,322        | 505,716        | 451,113        | 359,541        | 367,030            | 353,398        |
|        | TOTAL OPERATING REVENUE         | 35,614,853     | 36,099,845     | 38,729,816     | 32,349,224     | 30,800,608     | 32,093,326         | 34,981,267     |
|        | INVESTMENT GAINS (LOSSES):      |                |                |                |                |                |                    |                |
| 72     | Gains (Losses) For Reserves     | 3,905,552      | (2,386,608)    | 4,101,709      | 3,072,272      | 1,275,000      | 2,575,000          | 2,475,000      |
| 73     | Money Manager Fees              | (89,090)       | (93,558)       | (86,272)       | (82,489)       | (75,000)       | (75,000)           | (75,000)       |
|        | TOTAL INVESTMENT GAINS (LOSSES) | 3,816,462      | (2,480,166)    | 4,015,437      | 2,989,783      | 1,200,000      | 2,500,000          | 2,400,000      |
|        | TOTAL REVENUE                   | \$39,431,315   | \$33,619,679   | 42,745,253     | 35,339,007     | 32,000,608     | 34,593,326         | \$37,381,267   |

| Increase/(Dec<br>2021 Projecti<br>2021 Budg<br>\$ | on vs  |
|---------------------------------------------------|--------|
| -                                                 |        |
| -                                                 |        |
| (11)                                              | 0.0%   |
| -                                                 | 0.0%   |
| -                                                 |        |
| -                                                 |        |
| -                                                 |        |
| 7,500                                             |        |
| 7,489                                             | 2.1%   |
| 1,292,717                                         | 4.2%   |
|                                                   |        |
| 1,300,000                                         | 102.0% |
| -                                                 | 0.0%   |
| 1,300,000                                         | 108.3% |
| •                                                 |        |
| 2,592,717                                         | 8.1%   |
| <u> </u>                                          |        |
|                                                   |        |

| Increase/(Decrease) 2022 Budget vs 2021 Projection |         |  |  |  |  |  |  |  |  |
|----------------------------------------------------|---------|--|--|--|--|--|--|--|--|
| \$                                                 | %       |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |
| -                                                  |         |  |  |  |  |  |  |  |  |
| -                                                  |         |  |  |  |  |  |  |  |  |
| -                                                  | 0.0%    |  |  |  |  |  |  |  |  |
| (6,132)                                            | -2.4%   |  |  |  |  |  |  |  |  |
| - '                                                |         |  |  |  |  |  |  |  |  |
| -                                                  |         |  |  |  |  |  |  |  |  |
| -                                                  |         |  |  |  |  |  |  |  |  |
| (7,500)                                            | -100.0% |  |  |  |  |  |  |  |  |
| (13,632)                                           | -3.7%   |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |
| 2,887,942                                          | 9.0%    |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |
| (100,000)                                          | -3.9%   |  |  |  |  |  |  |  |  |
| -                                                  | 0.0%    |  |  |  |  |  |  |  |  |
| (100,000)                                          | -4.0%   |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |
| 2,787,942                                          | 8.1%    |  |  |  |  |  |  |  |  |
|                                                    |         |  |  |  |  |  |  |  |  |

### NATIONAL TEAM DIVISION

| Line # | HATIONAL TEAM SITION                             | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Budget | 2021<br>Projection | 2022<br>Budget | 2021 Proje<br>vs<br>2021 Bud | ection   | 2022 Bi<br>vs<br>2021 Pro | udget                                          |
|--------|--------------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|------------------------------|----------|---------------------------|------------------------------------------------|
|        | _                                                |                |                |                |                |                | •                  |                |                              |          | •                         | <u>-                                      </u> |
|        |                                                  |                |                |                |                |                |                    |                |                              |          |                           |                                                |
| 4      | Competitions                                     | 0.440          | 70             | 450            |                | 405.040        | 000 000            | 00.000         | (477.000)                    | (44.70/) | 500 000                   | 00.70/                                         |
| 1      | 3001 Olympic Games                               | 9,446          | 78             | 150            | -              | 425,640        | 603,300            | 20,000         | (177,660)                    | (41.7%)  | 583,300                   | 96.7%                                          |
| 2      | 3007 Pan Pacific Championships                   | -              | 369,335        | -              | -              | -              | -                  | 0              | -                            | -        | -                         | -                                              |
| 3      | 3013 Pan American Games                          | -              | -              | 101,898        | -              | -              | -                  | 240.000        | -                            | 400.00/  | (240,000)                 | -                                              |
| 4      | 3015 World University Games                      | 254,557        | -              | 489,750        | -              | 142,160        | -                  | 340,000        | 142,160                      | 100.0%   | (340,000)                 | -                                              |
| 5      | 3016 Australian Super Series                     | - 07.050       | -              | -              | -              | -              | -                  | 0              | -                            | -        | -                         | -                                              |
| 0      | 3020 NT vs. NCAA                                 | 97,259         | 350            | - 0.400        | -              | -              | -                  | 0              | -                            | -        | -                         | -                                              |
| /      | 3022 International Swimming League               | -              | -              | 8,133          | -              | -              | -<br>0.475         | 0              | -<br>(0.475)                 | -        | -<br>0.475                | 400.00/                                        |
| 8      | 3023 US Open Championships                       | -              | -              | -              | 96,449         | -              | 2,175              | 007.000        | (2,175)                      | -        | 2,175                     | 100.0%                                         |
| 9      | 3031 Long Course World Championship              | 329,497        | -              | 344,510        | -              | 450.000        | -                  | 607,300        | (75,000)                     | (50.00() | (607,300)                 | (00.00()                                       |
| 10     | 3033 Short Course World Championships            | 1,867          | 293,375        | -              | -              | 150,000        | 225,000            | 300,950        | (75,000)                     | (50.0%)  | (75,950)                  | (33.8%)                                        |
|        | Program Group Total                              | 692,627        | 663,138        | 944,442        | 96,449         | 717,800        | 830,475            | 1,268,250      | (112,675)                    | (15.7%)  | (437,775)                 | (52.7%)                                        |
|        | Junior Team Programs                             |                |                |                |                |                |                    |                |                              |          |                           |                                                |
| 11     | 3009 Junior Team International Competition       | 76,818         | 79,245         | 117,635        | -              | -              | 300,000            | 82,680         | (300,000)                    | -        | 217,320                   | 72.4%                                          |
| 12     | 3012 Jr. Pan Pacs                                | 2,900          | 283,729        | -              | 1,375          | -              | -                  | 0              | -                            | -        | -                         | -                                              |
| 13     | 3045 Junior Team Camps                           | 34,598         | 46,122         | 41,638         | 2,598          | -              | 1,252              | 40,700         | (1,252)                      | -        | (39,448)                  | (3151.2%)                                      |
| 14     | 3050 FINA World Junior Championships             | 208,847        | -              | 325,303        | -              | 147,100        | 2,240              | 331,610        | 144,860                      | 98.5%    | (329,370)                 | (14704.0%)                                     |
| 15     | 3051 Jr. Team Pro Swim Series                    | 23,874         | 14,371         | 12,100         | 16,117         | -              | -<br>-             | 0              | -<br>-                       | -        | -                         | -                                              |
| 16     | 3053 World 100                                   | ,<br>-         | 698            | 11,654         | ,<br>-         | 2,000          | 2,000              | 0              | -                            | 0.0%     | 2,000                     | 100.0%                                         |
| 17     | 3992 National Jr. Team Program Support           | 22,747         | 30,229         | 29,824         | 6,993          | 10,925         | 5,000              | 21,950         | 5,925                        | 54.2%    | (16,950)                  | (339.0%)                                       |
|        | Program Group Total                              | 369,784        | 454,394        | 538,155        | 27,083         | 160,025        | 310,492            | 476,940        | (150,467)                    | (94.0%)  | (166,448)                 | (53.6%)                                        |
|        | Open Water Programs                              |                |                |                |                |                |                    |                |                              |          |                           |                                                |
| 18     | 3040 FINA Open Water Junior Championships        | 23,690         | 83,348         | 7,948          | _              | 36,025         | 37,400             | 60,330         | (1,375)                      | (3.8%)   | (22,930)                  | (61.3%)                                        |
| 19     | 3060 Open Water Olympic Games                    | -              | -              | - ,5 .5        | _              | 49,700         | 82,950             | 0              | (33,250)                     | (66.9%)  | 82,950                    | 100.0%                                         |
| 20     | 3061 Open Water World Championships              | 65,004         | _              | 30,591         | _              | -              | -                  | 120,030        | -                            | (00.070) | (120,030)                 | -                                              |
| 21     | 3062 Open Water International Competition        | -              | _              | (0)            | _              | _              | _                  | 0              | _                            | _        | (120,000)                 | _                                              |
| 22     | 3063 Open Water World University Games           | 3,427          | _              | -              | _              | _              | _                  | 0              | _                            | _        | _                         | _                                              |
| 23     | 3065 Open Water World Cup                        | 77,774         | 129,114        | 84,218         | 50,253         | 25,000         | 25,000             | 101,500        | _                            | 0.0%     | (76,500)                  | (306.0%)                                       |
| 24     | 3067 Open Water Camps - Domestic                 | 42,887         | 10,048         | 15,499         | 1,617          | 5,000          | 30,000             | 15,600         | (25,000)                     | (500.0%) | 14,400                    | 48.0%                                          |
| 25     | 3068 Open Water - Foundation                     | -              | -              | 20,427         | -              | -              | -                  | 0              | (20,000)                     | -        | - 1,100                   | -                                              |
| 26     | 3075 Open Water International Camps              | 73,264         | _              | 102,680        | _              | _              | _                  | O O            | _                            | _        | _                         | _                                              |
| 27     | 3495 Open Water Program Support                  | 15,086         | 37,728         | 22,264         | 3,059          | 9,650          | 19,650             | 18,850         | (10,000)                     | (103.6%) | 800                       | 4.1%                                           |
|        | Program Group Total                              | 301,131        | 260,237        | 283,627        | 54,929         | 125,375        | 195,000            | 316,310        | (69,625)                     | (55.5%)  | (121,310)                 | (62.2%)                                        |
|        | Camps                                            |                |                |                |                |                |                    |                |                              |          |                           |                                                |
| 28     | 3005 Olympic Prep Camps                          | _              | _              | _              | 0              | 1,142,260      | 1,432,000          | 0              | (289,740)                    | (25.4%)  | 1,432,000                 | 100.0%                                         |
| 29     | 3069 Nat. Team Specialty Camps                   | _              | 21,797         | 4,885          | 2,750          | 15,000         | 15,000             | 20,000         | -                            | 0.0%     | (5,000)                   | (33.3%)                                        |
| 30     | 3071 Altitude Training Camps                     | 31,984         | 35,794         | 29,991         | 9,356          | 20,000         | 5,000              | 30,000         | 15,000                       | 75.0%    | (25,000)                  | (500.0%)                                       |
| 31     | 3073 National Team Camps                         | 43,323         | 55,855         | 55,049         | 12,388         | 15,000         | 580                | 28,000         | 14,420                       | 96.1%    | (27,420)                  | (4727.6%)                                      |
| 0.     | Julian i Jan | 10,020         | 55,000         | 55,515         | ,000           | .0,000         | 000                | _5,000         | , .23                        | 00.170   | (=1,120)                  | ( =1 .0 /0)                                    |

(Increase)/Decrease

### NATIONAL TEAM DIVISION

|        |                                                  | 2017      | 2018      | 2019      | 2020      | 2021      | 2021       | 2022      | 2021 Proje  | ection   | 2022 Buc        | dget     |
|--------|--------------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-------------|----------|-----------------|----------|
| Line # |                                                  | Actual    | Actual    | Actual    | Actual    | Budget    | Projection | Budget    | 2021 Budget |          | 2021 Projection |          |
| 32     |                                                  | 366,532   | 284,848   | 454,003   | 376       | -         | -          | 590,000   | -           | -        | (590,000)       | -        |
| 33     | 3518 Altitude Camps                              | 537,523   | 678,926   | 649,110   | 159,834   | 250,000   | _          | 95,000    | 250,000     | 100.0%   | (95,000)        | _        |
| 34     | 3479 Advance Team Visits                         | 29,962    | 17,997    | 24,381    | 4,874     | 6,170     | -          | 10,500    | 6,170       | 100.0%   | (10,500)        | _        |
|        | Program Group Total                              | 1,009,325 | 1,095,217 | 1,217,420 | 189,578   | 1,448,430 | 1,452,580  | 773,500   | (4,150)     | (0.3%)   | 679,080         | 46.7%    |
|        | Athlete Services                                 |           |           |           |           |           |            |           |             |          |                 |          |
| 35     | 3021 World Cup Athlete Support                   | 2,801     | 4,539     | (376)     | _         | 1,000     | 3,836      | 500       | (2,836)     | (283.6%) | 3,336           | 87.0%    |
| 36     | 3024 Swim Squads                                 | 12,000    | 32,076    | -         | _         | -         | ,<br>-     | 0         | -           | -        | -               | _        |
| 37     | 3025 Pro Swim Series Athlete Support             | 352,689   | 616,893   | 804,823   | 274,453   | 325,000   | 329,403    | 130,000   | (4,403)     | (1.4%)   | 199,403         | 60.5%    |
| 38     | 3028 Miscellaneous Athlete Services              | -         | -         | -         | 89,400    | -         | ,<br>-     | 0         | -           | -        | -               | -        |
| 39     | 3101 Ath Support - Stipends & Grants             | 1,294,337 | 1,508,376 | 1,731,509 | 2,189,365 | 1,997,220 | 2,001,515  | 1,700,000 | (4,295)     | (0.2%)   | 301,515         | 15.1%    |
| 40     | 3100 COVID Testing                               | , ,<br>-  | -         | -         | , ,<br>-  | -         | 124,084    | 0         | (124,084)   | -        | 124,084         | 100.0%   |
| 41     | 3103 Athlete Support - Medals & Records          | 708,750   | 450,000   | 472,500   | _         | 1,010,000 | 1,025,000  | 500,000   | (15,000)    | (1.5%)   | 525,000         | 51.2%    |
| 42     | 3106 Phillips 66 Athlete Support                 | 94,313    | 142,129   | 128,915   | 101,840   | 100,000   | 100,000    | 110,000   | -           | 0.0%     | (10,000)        | (10.0%)  |
| 43     | 3107 Athlete Support-Op Gold Qualification Bonus | 309,111   | 479,935   | 582,832   | 37,500    | 573,000   | 550,000    | 260,000   | 23,000      | 4.0%     | 290,000         | 52.7%    |
| 44     | 3110 National Team Uniforming (VIK)              | 263,754   | 197,910   | 324,429   | -         | 75,000    | 156,291    | 75,000    | (81,291)    | (108.4%) | 81,291          | 52.0%    |
| 45     | 3120 Athlete Support - Olympic Prep              | 13,632    | -         | 2,132     | _         | -         | -          | 0         | -           | -        | -               | -        |
| 46     | 3125 Strength & Conditioning Grant               | -         | _         | -,        | _         | _         | _          | 0         | _           | _        | _               | _        |
| 47     | 3127 National Team Investment Grant              | 216,421   | 589,396   | 546,867   | 136,651   | _         | _          | 0         | _           | _        | _               | _        |
| 48     | 3130 Found Travel & Train Endowment              | 38,782    | 30,985    | 54,970    | 71,400    | 50,000    | 50,000     | 50,000    | _           | 0.0%     | _               | 0.0%     |
| 49     | 3131 Found Ath Endowments                        | 27,500    | 62,500    | 114,999   | 92,501    | 80,000    | 135,750    | 80,000    | (55,750)    | (69.7%)  | 55,750          | 41.1%    |
| 50     | 3453 Doping Control                              | 28,515    | 17,896    | 9,557     | 3,396     | 19,650    | 16,000     | 23,200    | 3,650       | 18.6%    | (7,200)         | (45.0%)  |
| 00     | o too Boping Control                             | 20,010    | 17,000    | 0,007     | 0,000     | 10,000    | 10,000     | 20,200    | 0,000       | 10.070   | (1,200)         | (10.070) |
|        | Program Group Total                              | 3,362,605 | 4,132,634 | 4,773,157 | 2,996,506 | 4,230,870 | 4,491,880  | 2,928,700 | (261,010)   | (6.2%)   | 1,563,180       | 34.8%    |
|        | Coach Services                                   |           |           |           |           |           |            |           |             |          |                 |          |
| 51     | 3010 Coach Education                             | 27,986    | 28,750    | 32,270    | 5,534     | -         | -          | 20,000    | -           | _        | (20,000)        | -        |
| 52     | 3077 National Team Coaches Meeting               | 97,612    | 109,813   | 113,624   | -         | 500       | -          | 0         | 500         | 100.0%   | -               | -        |
| 53     | 3078 Junior Team Coaches Meeting                 | -         | ,<br>-    | -         | -         | -         | _          | 0         | -           | _        | -               | _        |
| 54     | 3079 Team Logistics Seminar                      | (0)       | -         | -         | -         | -         | _          | 0         | -           | _        | -               | _        |
| 55     | 3210 Olympic Team Prep Assistance                | 7,370     | 20,000    | 50,283    | 45,000    | 50,000    | 50,000     | 0         | -           | 0.0%     | 50,000          | 100.0%   |
| 56     | 3203 Coach Incentive & Reward Program            | 330,001   | 326,464   | 330,001   | -         | 330,000   | 330,000    | 330,000   | -           | 0.0%     | -               | 0.0%     |
| 57     | 3220 National Team Tech Advisor                  | -         | 50,073    | 80,682    | 42,087    | -         | -          | 0         | _           | -        | _               | -        |
| 58     | 3222 National Team Consultants                   | _         | 30,044    | 34,523    | 26,741    | _         | _          | 0         | _           | _        | -               | _        |
| 59     | 3460 Olympic Staff Recognition                   | 31,110    | 11,760    | 29,370    | -         | -         | -          | 12,000    | -           | -        | (12,000)        | -        |
|        | Program Group Total                              | 494,080   | 576,904   | 670,753   | 119,363   | 380,500   | 380,000    | 362,000   | 500         | 0.1%     | 18,000          | 4.7%     |
|        | High Per Support                                 |           |           |           |           |           |            |           |             |          |                 |          |
| 60     | 3310 USOPC Practitioner Travel Support           | 38,617    | 21,426    | 61,388    | 7,289     | 18,700    | 18,700     | 29,000    | _           | 0.0%     | (10,300)        | (55.1%)  |
| 61     | 3301 National Team Performance Support           | 145,877   | 156,927   | 131,894   | 56,342    | 101,320   | 71,320     | 120,000   | 30,000      | 29.6%    | (48,680)        | (68.3%)  |
|        | Program Group Total                              | 184,494   | 178,353   | 193,282   | 63,630    | 120,020   | 90,020     | 149,000   | 30,000      | 25.0%    | (58,980)        | (65.5%)  |
|        | Sport Med & Science                              |           |           |           |           |           |            |           |             |          | . ,             | . ,      |
|        |                                                  |           |           |           |           |           |            |           |             |          |                 |          |

(Increase)/Decrease

### NATIONAL TEAM DIVISION

|      | NATIONAL TEAM DIVISION                        |           |           |            |           |           | ľ          |           | (Increase)/Decrease<br>2021 Projection |         | (Increase)/Decrease<br>2022 Budget |          |
|------|-----------------------------------------------|-----------|-----------|------------|-----------|-----------|------------|-----------|----------------------------------------|---------|------------------------------------|----------|
|      |                                               | 2017      | 2018      | 2019       | 2020      | 2021      | 2021       | 2022      | vs                                     |         | vs                                 |          |
| Line | <b>#</b>                                      | Actual    | Actual    | Actual     | Actual    | Budget    | Projection | Budget    | 2021 Bud                               | lget    | 2021 Proje                         | ection   |
| 62   | 3311 Sport Science Grants                     | -         | -         | -          | -         | -         | -          | 0         | -                                      | -       | -                                  | -        |
| 63   | 3353 Sport Medicine & Science Network         | 48,896    | 113,299   | 115,046    | 56,196    | 44,900    | 59,900     | 58,500    | (15,000)                               | (33.4%) | 1,400                              | 2.3%     |
| 64   | 3155 Elite Athlete Accident Coverage          | 34,222    | 33,251    | 35,500     | 35,698    | 36,000    | 25,000     | 30,000    | 11,000                                 | 30.6%   | (5,000)                            | (20.0%)  |
| 65   | 3200 Athlete Health Programs                  | 50        | 867       | 14,508     | 100       | -         | 350        | 0         | (350)                                  | -       | 350                                | 100.0%   |
| 66   | 3201 Athletes and Coach Wellness              | -         | -         | 13,908     | 43,459    | 50,000    | 75,000     | 112,500   | (25,000)                               | (50.0%) | (37,500)                           | (50.0%)  |
| 67   | 3390 Sport Medicine & Science Program Support | -         | -         | 25,228     | 9,142     | 19,000    | 19,000     | 25,050    | -                                      | 0.0%    | (6,050)                            | (31.8%)  |
| 68   | 3351 Athlete Testing & Lab Expenses           | 22,140    | 19,357    | 21,135     | 9,032     | 10,000    | 1,000      | 5,000     | 9,000                                  | 90.0%   | (4,000)                            | (400.0%) |
|      | Program Group Total                           | 105,309   | 166,774   | 225,325    | 153,627   | 159,900   | 180,250    | 231,050   | (20,350)                               | (12.7%) | (50,800)                           | (28.2%)  |
|      | Other Programs and Services                   |           |           |            |           |           |            |           |                                        |         |                                    |          |
| 69   | 3480 Club Investment                          | -         | -         | -          | -         | -         | -          | 0         | -                                      | -       | -                                  | -        |
| 70   | 3481 National Team Equipment                  | 12,402    | 13,090    | 14,389     | 16,379    | 15,500    | 13,100     | 13,515    | 2,400                                  | 15.5%   | (415)                              | (3.2%)   |
| 71   | 3499 Team Management Technology               | -         | 64,800    | 58,799     | 69,149    | -         | 9,000      | 0         | (9,000)                                | -       | 9,000                              | 100.0%   |
| 72   | 3496 National Team Selection                  | 164       | 7,294     | 3,250      | (0)       | -         | -          | 10,150    | -                                      | -       | (10,150)                           | -        |
|      | Program Group Total                           | 12,566    | 85,184    | 76,438     | 85,528    | 15,500    | 22,100     | 23,665    | (6,600)                                | (42.6%) | (1,565)                            | (7.1%)   |
|      | Committees                                    |           |           |            |           |           |            |           |                                        |         |                                    |          |
| 73   | 3850 Open Water Development Committee         | 1,063     | 613       | -          | -         | -         | -          | 0         | -                                      | -       | -                                  | -        |
| 74   | 3868 Open Water Committee                     | 11,471    | 5,588     | 7,228      | 35        | 500       | -          | 500       | 500                                    | 100.0%  | (500)                              | -        |
| 75   | 3846 Sports Medicine                          | 517       | 202       | -          | -         | 500       | -          | 500       | 500                                    | 100.0%  | (500)                              | -        |
| 76   | 3881 Olympic International Operations         | -         | -         | -          | -         | -         | -          | 0         | -                                      | _       | -                                  | -        |
| 77   | 3882 National Steering Committee              | 4,310     | 11,366    | 15,065     | 1,441     | 500       | -          | 12,000    | 500                                    | 100.0%  | (12,000)                           | -        |
| 78   | 3884 National Team Evaluation                 | -         | -         | -          | -         | -         | -          | 0         | -                                      | _       | -                                  | -        |
| 79   | 3888 Athletes Advisory Committee              | 3,739     | 4,014     | 65         | 103       | -         | -          | 500       | -                                      | -       | (500)                              | -        |
|      | Program Group Total                           | 21,100    | 21,783    | 22,358     | 1,579     | 1,500     | -          | 13,500    | 1,500                                  | 100.0%  | (13,500)                           |          |
|      | Administration & Operational Support          |           |           |            |           |           |            |           |                                        |         |                                    |          |
| 80   | 3990 Administration & Operational Support     | 237,761   | 314,475   | 326,848    | 130,017   | 266,100   | 322,250    | 273,750   | (56,150)                               | (21.1%) | 48,500                             | 15.1%    |
| 81   | 3991 NT Division Travel                       | 36,147    | 1,026     | 294,134    | -         | -<br>-    | 355,000    | 0         | (355,000)                              | -       | 355,000                            | 100.0%   |
| 82   | 3999 Salary and Benefits                      | 1,714,898 | 1,742,394 | 1,783,011  | 1,588,724 | 1,774,629 | 1,665,116  | 1,662,473 | `109,513 <sup>′</sup>                  | 6.2%    | 2,643                              | 0.2%     |
|      | Program Group Total                           | 1,988,806 | 2,057,895 | 2,403,993  | 1,718,741 | 2,040,729 | 2,342,366  | 1,936,223 | (301,637)                              | (14.8%) | 406,143                            | 17.3%    |
|      | TOTAL NATIONAL TEAM                           | 8,541,826 | 9,692,513 | 11,348,949 | 5,507,013 | 9,400,649 | 10,295,162 | 8,479,138 | (894,513)                              | (9.5%)  | 1,816,024                          | 17.6%    |

### SPORT DEVELOPMENT DIVISION

|            | SPORT DEVELOPMENT DIVISION                                                                   | 0047               | 0040               | 0040               | 0000             | 0004               | 0004               | 2021 Projection vs |                | 2022 Budget     |                        |                      |
|------------|----------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|------------------|--------------------|--------------------|--------------------|----------------|-----------------|------------------------|----------------------|
| Line #     | _                                                                                            | 2017<br>Actual     | 2018<br>Actual     | 2019<br>Actual     | 2020<br>Actual   | 2021<br>Budget     | 2021<br>Projection | Budget             | 2021 Budget    |                 | vs<br>2021 Projection  |                      |
|            |                                                                                              |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
| 00         | Athlete Development Programs                                                                 | 7.000              | 6 220              | 0.400              | 226              | 4 700              | 4 700              | 6 500              |                | 0.00/           | (4.000)                | (20.20/)             |
| 83         | 1117 LSC Camps<br>1118 Zone Select Camps                                                     | 7,029              | 6,338              | 9,180              | 336              | 4,700              | 4,700              | 6,500              | 100 514        | 0.0%<br>80.1%   | (1,800)                | (38.3%)              |
| 84<br>95   | 1119 National Select Camps                                                                   | 102,340<br>154,059 | 141,167<br>94,282  | 118,240<br>105,220 | 12,447           | 152,960<br>107,630 | 30,446             | 125,530<br>110,300 | 122,514        |                 | (95,084)               | (312.3%)             |
| 85<br>86   | 1119 National Select Camps 1120 Camp Apparel (VIK)                                           | 29,706             | 94,262<br>18,781   | 105,220            | 21<br>1,965      | 25,000             | 192,630            | 25,000             | (85,000)       | (79.0%)<br>0.0% | 82,330                 | 42.7%<br>0.0%        |
| 87         | 1135 Tech Services Support                                                                   | 6,018              | 6,639              | 2,333              | 1,905            | 25,000             | 25,000<br>2,900    | 4,000              | -              | 0.0%            | (1,100)                | (37.9%)              |
| 88         | 1163 Open Water Select Camp                                                                  | 54,028             | 58,440             | 62,555             | -                | -                  | 2,900              | 0                  | -              | -               | (1,100)                | (37.970)             |
|            | Program Group Total                                                                          | 353,180            | 325,646            | 316,653            | 14,769           | 293,190            | 255,676            | 271,330            | 37,514         | 12.8%           | (15,654)               | (6.1%)               |
|            | Coach Education and Development                                                              |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
| 89         | 1213 Coach Education Development                                                             | 43,025             | 38,283             | 37,792             | 30,723           | 42,800             | 42,800             | 42,800             | -              | 0.0%            | -                      | 0.0%                 |
| 90         | 1231 USA-S Hosted Coaches Clinics                                                            | 85,712             | 120,579            | 69,268             | 4,332            | 70,550             | 6,500              | 63,200             | 64,050         | 90.8%           | (56,700)               | (872.3%)             |
| 91         | 1233 Disability Swimming Coaches Workshop                                                    | <del>-</del>       | 444                | <u>-</u>           | -                | 8,160              | 8,160              | 0                  | -              | 0.0%            | 8,160                  | 100.0%               |
| 92         | 1237 Non-USAS Clinic Participation                                                           | 31,144             | 32,093             | 26,442             | 4,109            | 15,000             | 15,000             | 27,760             | -              | 0.0%            | (12,760)               | (85.1%)              |
| 93         | 1240 Online Coach Clinics/Podcasts                                                           | 14,272             | 5,601              | 5,032              | 5,009            | 8,966              | 8,966              | 7,600              | -              | 0.0%            | 1,366                  | 15.2%                |
| 94         | 1242 Coach Mentoring                                                                         | 73,585             | 121,355            | 102,036            | 25,714           | 70,000             | 70,000             | 97,320             | -              | 0.0%            | (27,320)               | (39.0%)              |
| 95<br>96   | 1245 Master Coach Program<br>1290 Travel & Program Support                                   | 102,215<br>138,479 | 118,724<br>139,257 | 98,759<br>162,981  | 2,750<br>20,776  | -<br>80,000        | 80,000             | 125,026            | -              | 0.0%            | -<br>(45,026)          | (56.3%)              |
| 30         |                                                                                              |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
|            | Program Group Total                                                                          | 488,433            | 576,334            | 502,311            | 93,412           | 295,476            | 231,426            | 363,706            | 64,050         | 21.7%           | (132,280)              | (57.2%)              |
|            | Club Education and Development                                                               |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
| 97         | 1302 Club Excellence Program                                                                 | 471,753            | 459,261            | 445,851            | 461,096          | 209,000            | 202,500            | 480,000            | 6,500          | 3.1%            | (277,500)              | (137.0%)             |
| 98         | 1305 Club Recognition Program                                                                | -                  | -                  | -                  | -                | 7,500              | 7,500              | 7,500              | -              | 0.0%            | - (2.522)              | 0.0%                 |
| 99         | 1311 Club Governance Programs                                                                | 37,410             | 26,110             | 18,905             | 10,374           | 12,500             | 12,500             | 16,000             | -              | 0.0%            | (3,500)                | (28.0%)              |
| 100        | 1314 Club Resources                                                                          | 14,949             | 5,508              | 11,747             | 40,832           | 8,000              | 8,000              | 10,000             | (4.050)        | 0.0%            | (2,000)                | (25.0%)              |
| 101<br>102 | 1332 Club Research Technology<br>1390 Travel & Program Support                               | 145,833            | 113,446            | 30,549             | 10,420           | 10,500             | 12,150             | 15,000             | (1,650)        | (15.7%)<br>0.0% | (2,850)                | (23.5%)              |
| 102        |                                                                                              | 148,358            | 182,918            | 135,849            | 15,111           | 69,000             | 69,000             | 116,660            |                |                 | (47,660)               | (69.1%)              |
|            | Program Group Total                                                                          | 818,304            | 787,243            | 642,902            | 537,834          | 316,500            | 311,650            | 645,160            | 4,850          | 1.5%            | (333,510)              | (107.0%)             |
|            | Member Programs                                                                              |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
| 103        |                                                                                              | 7,841              | 8,010              | 11,073             | 9,428            | 256,500            | 10,000             | 50,000             | 246,500        | 96.1%           | (40,000)               | (400.0%)             |
| 104        | 1412 Technology Projects                                                                     | 563                | 25,000             | -                  | -                | -                  | -                  | 0                  | -              | -               |                        | -                    |
| 105        | 1418 Legacy SWIMS Depreciation                                                               | 62,357             | 111,939            | 169,508            | 216,457          | 200,000            | 225,930            | 151,325            | (25,930)       | (13.0%)         | 74,605                 | 33.0%                |
| 106        | 1430 Athlete Leadership Camp/Grants                                                          | -                  | -                  | -                  | 9,454            | 18,000             | 18,000             | 74.000             | -              | 0.0%            | 18,000                 | 100.0%               |
| 107        | 1431 Swimposium                                                                              | 101,113            | 84,427             | 83,184             | 19,574           | 53,000             | 15,000             | 74,820             | 38,000         | 71.7%           | (59,820)               | (398.8%)             |
| 108<br>109 | <ul><li>1429 Zone Workshops</li><li>1434 Membership Technology (Frmly On-Line Reg)</li></ul> | 209,601<br>6,415   | 139,508<br>38,026  | 268,601<br>96,358  | 1,250<br>106,441 | 229,000<br>140,000 | 3,500<br>139,766   | 253,450<br>271,525 | 225,500<br>234 | 98.5%<br>0.2%   | (249,950)<br>(131,759) | (7140.9%)<br>(94.3%) |
|            | Program Group Total                                                                          | 387,891            | 406,909            | 628,723            | 362,604          | 896,500            | 412,196            | 801,120            | 484,304        | 54.0%           | (388,924)              | (94.4%)              |
|            | LSC Development & Education                                                                  |                    |                    |                    |                  |                    |                    |                    |                |                 |                        |                      |
| 110        | 1465 LSC & Zone Governance Study                                                             | -                  | -                  | -                  | -                | -                  | -                  | 0                  | -              | -               | -                      | -                    |
| 111        | 1470 LSC Consulting                                                                          | 45,431             | 82,377             | 67,850             | 34,943           | 22,900             | 67,900             | 15,750             | (45,000)       | (196.5%)        | 52,150                 | 76.8%                |
| 112        | 1475 LEAP Program                                                                            | 64,256             | 50,123             | 37,108             | 24,246           | -                  | -                  | 3,000              | -              | -               | (3,000)                | -                    |
| 113        | 1481 Leadership Workshops                                                                    | 16,236             | 16,918             | 20,671             | 12,437           | 8,970              | 8,970              | 24,950             | -              | 0.0%            | (15,980)               | (178.1%)             |
|            | Program Group Total                                                                          | 125,923            | 149,418            | 125,629            | 71,626           | 31,870             | 76,870             | 43,700             | (45,000)       | (141.2%)        | 33,170                 | 43.2%                |
| 114        | Facilities Advocacy & Development 1505 Build a Pool Conference                               | 68,781             | 50,966             | 53,216             | 24,476           | -                  | 18                 | 0                  | (18)           | -               | 18                     | 100.0%               |
|            |                                                                                              | •                  | •                  | •                  | •                |                    | - '                |                    | ` /            |                 |                        |                      |

(Increase)/Decrease

### SPORT DEVELOPMENT DIVISION

|        | of our professional state of the state of th |           | 2018      |           |           | 2021      |            |           | 2021 Projection |         | 2022 Bu     |             |
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|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2017      |           | 2019      | 2020      |           | 2021       | 2022      | vs              |         | vs          |             |
| Line # | _                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Actual    | Actual    | Actual    | Actual    | Budget    | Projection | Budget    | 2021 Bud        | dget    | 2021 Proje  | ection      |
| 115    | 1507 Aquatic Industry Relations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 23,355    | 26,399    | 18,990    | -         | -         | -          | 0         | -               | -       | -           | -           |
| 116    | 1590 Travel & Program Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4,345     | 4,995     | 10,448    | 120,000   | 96,000    | 96,000     | 48,000    | -               | 0.0%    | 48,000      | 50.0%       |
|        | Program Group Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 96,481    | 82,360    | 82,655    | 144,476   | 96,000    | 96,018     | 48,000    | (18)            | (0.0%)  | 48,018      | 50.0%       |
|        | DEI Management & Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |           |           |           |           |           |            |           |                 |         |             |             |
| 117    | 1638 DEI Management Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 58,164    | 65,600    | 58,895    | 95,165    | 106,550   | 166,550    | 210,000   | (60,000)        | (56.3%) | (43,450)    | (26.1%)     |
| 118    | 1640 Community Swim Team Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 43,164    | 56,807    | 34,413    | 13,036    | 70,554    | 45,554     | 43,000    | 25,000          | 35.4%   | 2,554       | 5.6%        |
| 119    | 1642 DEI Research Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | -         | -         | -         | -         | -         | -          | 35,000    | -               | -       | (35,000)    | -           |
| 120    | 1645 Regional DEI Camps & Meetings                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 24,748    | 25,430    | 29,153    | 10,184    | 75,000    | 6,941      | 125,530   | 68,059          | 90.7%   |             | (1708.6%)   |
| 121    | 1651 DEI VIK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 14,893    | 12,973    | 12,431    | 3,939     | 15,000    | 15,000     | 25,000    | -               | 0.0%    | (10,000)    | (66.7%)     |
| 122    | 1665 DEI Select Camp                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 57,600    | 62,811    | 72,877    | 15,734    | 75,220    | 115,220    | 85,000    | (40,000)        | (53.2%) | 30,220      | 26.2%       |
|        | Program Group Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 198,568   | 223,622   | 207,769   | 138,058   | 342,324   | 349,265    | 523,530   | (6,941)         | (2.0%)  | (174,265)   | (49.9%)     |
|        | Safe Sport                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |           |           |           |           |            |           |                 |         |             |             |
| 123    | 1735 Safe Sport - Background Checks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 54,612    | 31,962    | 34,500    | 585       | 600       | 416        | 275       | 184             | 30.7%   | 141         | 33.9%       |
| 124    | 1770 LSC Safe Sport Chairs Workshop                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -         | 344       | -         | -         | -         | -          | 0         | -               | -       | -           | -           |
| 125    | 1775 Safe Sport Online Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | -         | 7,796     | 60,000    | 63,236    | 72,700    | 65,000     | 63,000    | 7,700           | 10.6%   | 2,000       | 3.1%        |
| 126    | 1786 Safe Sport Athlete Fellowship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | -         | 14,258    | 11,956    | 3,007     | -         | -          | 3,950     | -               | -       | (3,950)     | -           |
| 127    | 1785 Safe Sport Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 228,824   | 207,567   | 210,202   | 140,164   | 84,000    | 101,210    | 164,585   | (17,210)        | (20.5%) | (63,375)    | (62.6%)     |
| 128    | 1787 Safe Sport - USOPC Center for Safe Sport                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 42,900    | 44,650    | 155,205   | 251,250   | 300,000   | 250,000    | 275,000   | 50,000          | 16.7%   | (25,000)    | (10.0%)     |
| 129    | 1788 Safe Sport - Leadership Conference                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 62,373    | 169       | 47,829    | 19        | -         | -          | 0         | -               | -       | -           | -           |
| 130    | 1789 Safe Sport - SwimAssist                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 23,047    | 27,722    | 132,782   | 104,288   | 100,000   | 47,000     | 46,510    | 53,000          | 53.0%   | 490         | 1.0%        |
|        | Program Group Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 411,754   | 334,468   | 652,474   | 562,550   | 557,300   | 463,626    | 553,320   | 93,674          | 16.8%   | (89,694)    | (19.3%)     |
|        | Committees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |           |           |           |           |            |           |                 |         |             |             |
| 131    | 1810 Safe Sport Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 21,093    | 11,565    | 11,531    | -         | 250       | 250        | 250       | -               | 0.0%    | -           | 0.0%        |
| 132    | 1823 Workshop Education Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 9,680     | 14,553    | 8,955     | 27        | 500       | 500        | 250       | -               | 0.0%    | 250         | 50.0%       |
| 133    | 1830 LSC Development Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 23,054    | 20,661    | 25,539    | -         | 550       | 550        | 250       | -               | 0.0%    | 300         | 54.5%       |
| 134    | 1841 Disability Swimming Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 4,421     | 2,021     | 292       | 55        | 250       | 250        | 250       | -               | 0.0%    | -           | 0.0%        |
| 135    | 1842 DEI Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 18,055    | 11,325    | 24,063    | 34        | 250       | 250        | 250       | -               | 0.0%    | -           | 0.0%        |
| 136    | 1851 Age Group Development Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1,014     | 7,038     | -         | -         | 250       | 250        | 250       | -               | 0.0%    | -           | 0.0%        |
| 137    | 1856 Club Development Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 670       | 192       | -         | -         | 250       | 250        | 250       | <b>-</b>        | 0.0%    | -           | 0.0%        |
| 138    | 1857 Times & Recognition Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 15,935    | 20,581    | 24,883    | 14,825    | 12,500    | 16,000     | 15,000    | (3,500)         | (28.0%) | 1,000       | 6.3%        |
| 139    | 1860 Governance Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 9,432     | 156       | -         | -         | -         | -          | 0         | -               | -       | -           | -           |
| 140    | 1865 Zone Director Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -         | -         | 484       | -         | -         | -          | 11,820    | -               | -       | (11,820)    | -           |
| 141    | 1885 Senior Development Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 9,609     | 3,936     | -         | -         | 250       | 250        | 250       | -               | 0.0%    | -           | 0.0%        |
| 142    | 1887 Athlete Executive Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 14,964    | 23,567    | 19,445    | 364       | 500       | 500        | 500       | -               | 0.0%    | -           | 0.0%        |
|        | Program Group Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 127,926   | 115,597   | 115,193   | 15,304    | 15,550    | 19,050     | 29,320    | (3,500)         | (22.5%) | (10,270)    | (53.9%)     |
|        | Administration & Operational Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |           |           |           |           |            |           |                 |         |             |             |
| 143    | 1990 Administration & Operational Support                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 286,488   | 310,301   | 331,224   | 348,952   | 389,030   | 411,430    | 432,930   | (22,400)        | (5.8%)  | (21,500)    | (5.2%)      |
| 144    | 1710 Learn Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | -         | -         | -         | -         | -         | -          | 0         | -               | -       | -           | -           |
| 145    | 1999 Salary and Benefits                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2,011,799 | 2,138,868 | 2,276,082 | 2,365,175 | 2,450,234 | 2,508,264  | 2,926,188 | (58,030)        | (2.4%)  | (417,924)   | (16.7%)     |
|        | Program Group Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 2,298,287 | 2,449,169 | 2,607,306 | 2,714,127 | 2,839,264 | 2,919,694  | 3,359,118 | (80,430)        | (2.8%)  | (439,424)   | (15.1%)     |
|        | TOTAL SPORT DEVELOPMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5,306,748 | 5,450,767 | 5,881,615 | 4,654,761 | 5,683,974 | 5,135,471  | 6,638,304 | 548,503         | 9.6%    | (1,502,833) | (29.3%)     |
|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |           |           | • •       |           | . ,        |           |                 |         |             | <del></del> |

(Increase)/Decrease

### **EVENT OPERATIONS DIVISION**

| Events                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |                                       | 2017      | 2018      | 2019         | 2020    | 2021                                  | 2021                                  | 2022      | 2021 Proje   | ection     | 2022 Bud<br>vs | dget     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------|-----------|-----------|--------------|---------|---------------------------------------|---------------------------------------|-----------|--------------|------------|----------------|----------|
| 146   2005 Olympic Trials   250   4,466   9,401   446   31,630   60,000   6,600   (28,370)   (89,740)   53,400   89,094   2010 Dual in the Pool                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Line # |                                       | Actual    | Actual    | Actual       | Actual  | Budget                                | Projection                            | Budget    | 2021 Bud     | lget       | 2021 Proje     | ection   |
| 146   2005 Olympic Trials   250   4,466   9,401   446   31,630   60,000   6,600   (28,370)   (89,740)   53,400   89,094   2010 Dual in the Pool                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        |                                       |           |           |              |         |                                       |                                       |           |              |            |                |          |
| 147   2006 Olympic Trails Joint Venture                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |                                       |           |           |              |         |                                       |                                       |           |              |            |                |          |
| 148                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        | • •                                   | 250       | 4,468     | ·            | 446     | 31,630                                | 60,000                                | 6,600     | (28,370)     | (89.7%)    | 53,400         | 89.0%    |
| 149   2015 Pan Panilic Championships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |        | · ·                                   | -         | -         | 330          | -       | -                                     | -                                     | 0         | -            | -          | -              | -        |
| 150   2018 U.S. Open (formerly Whiter National Champies)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |                                       | -         | -         | -            | -       | -                                     | -                                     | 0         | -            | -          | -              | -        |
| 151   2019   National Orlampionships Trials   332,069   989,019   793,528   1,880                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        | ·                                     | -         | ·         | -<br>220 657 | -       | -                                     | 100 444                               | 472.225   | -<br>(F 000) | - (4.20/.) | -<br>(40.704)  | (40.20/) |
| 152   2022 Non-USA Swimming Support   13,896   1,823   69,923   77,049   88,900   (7,126)   (10,2%)   (21,851)   (28,4%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (   |        | ' ' '                                 |           | •         | ·            | •       | 110,444                               | 123,444                               |           | (5,000)      | (4.2%)     | ` ,            | (40.3%)  |
| 156   2023   Speedo Summer Championships   83,313   29   4,008   1,823   69,923   77,049   88,900   (7,128)   (10,2%)   (21,851)   (28,4%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28,5%)   (28   |        | ·                                     | 332,009   | 909,019   |              | 1,000   | -                                     | -                                     |           | -            | -          | (532,750)      | -        |
| 154   2026   Pro Swim Series   204,616   428,078   389,426   144,026   165,670   277,937   164,650   111,967   (67.5%)   113,287   40.8%     155   2027   Speedo Sectionals   210,000   220,007   220,000   99,914   123,200   123,200   220,000   0.0%   (96,800)   (78.5%)     157   2028   Mixteme Games   8,000   8,000   4,000   4,000   56,000   60,000   0.0%   (60,000)   (300,0%)     158   2029   Zone Championships   100,395   90,657   100,000   12,500   56,000   56,000   100,000   - 0,00%   (44,000)   (78.5%)     169   2025   Spring Cup 1Fe-lunder                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |        |                                       | 93 313    | 20        | · ·          | 1 822   | 60 023                                | 77 040                                |           | -<br>(7 126) | (10.2%)    | -<br>(21 851)  | (28.4%)  |
| 156   2028   National Fearm vs. NCAA   166,688                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        |                                       |           |           | ·            | •       | · · · · · · · · · · · · · · · · · · · | · · · · · · · · · · · · · · · · · · · |           | ,            | ` ,        |                | ` ,      |
| 156   2027   Speeds Sectionals   210,000   220,000   99,911   123,200   122,200   220,000   - 0.0%   (98,800)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%)   (300,0%   |        |                                       | ·         | 420,070   |              | 144,020 | 105,970                               |                                       |           | (111,907)    | (07.570)   | 113,201        | 40.070   |
| 157   2028   IMM reme Games   8,000   8,000   4,000   - 2,000   8,000   (2,000)   - (6,000) (300.0%)     158   2029 Zone Championships   10,0395   90,657   100,000   12,500   56,000   56,000   56,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,000   - 10,   |        |                                       | •         | 220 007   |              | 99 914  | 123 200                               |                                       |           | _            | 0.0%       | (96.800)       | (78.6%)  |
| 168   2022   Zone Championships   100,395   90,657   100,000   12,500   56,000   56,000   100,000   - 0.0%   (44,000) (78,6%)   150   2035 Spring Cup 18-Under                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |        | ·                                     |           |           |              | •       | 123,200                               |                                       |           | (2 000)      | 0.070      |                | ` ,      |
| 169   2032   Spring Cup 18-Under                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |                                       |           |           | ·            |         | 56,000                                |                                       | · ·       | (2,000)      | 0.0%       | , ,            | ` '      |
| 160   2035 Futures Championships   124,200   118,104   121,662   70,000   121,030   (70,000)   - (51,030)   (72,9%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        | ·                                     | 100,555   | -         | 100,000      | 12,500  |                                       |                                       |           | (43 933)     | 0.070      | ,              | ` ,      |
| 161   2040 Jr. Pan Pacific Championships   8,337   25,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |                                       | 124 200   |           | 121 662      | _       | _                                     | · · · · · · · · · · · · · · · · · · · |           | ,            | _          | •              |          |
| 162   2045 Jr. Natl Championships (Summer LC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        | ·                                     |           | ·         | 121,002      | _       | _                                     |                                       | · ·       | (10,000)     | _          | ,              | (72.570) |
| 163 2050 Winter Junior Championships East/West 147,960 110,138 127,665 4,153 87,941 77,941 103,315 10,000 11.4% (25,374) (32,6%) 164 2055 FINA JR World Championships 1,280,338                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        | · · · · · · · · · · · · · · · · · · · | ·         | •         | 141 912      | _       | _                                     | _                                     |           | _            | _          | (00,000)       | _        |
| 164   2055 FINA JR World Championships   1,260,358                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |                                       |           | ·         | ·            | 4 153   | 87 941                                | 77 941                                |           | 10 000       | 11 4%      | (25.374)       | (32.6%)  |
| 165   2069 Open Water Championships   92,042   77,516   102,056   10,469   59,598   74,470   82,120   0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |                                       |           | -         | ·            | -1,100  | -                                     | · · · · · · · · · · · · · · · · · · · |           | -            | -          | (20,014)       | (02.070) |
| 166   2072   FINA Championship Series                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |                                       |           |           |              | 10 469  | 59 598                                |                                       |           | (14 872)     | (25.0%)    | (7.650)        | (10.3%)  |
| 167   2076   Bag Tags VIK                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        | · · · · · · · · · · · · · · · · · · · | -         | -         |              | -       | -                                     |                                       |           | (11,012)     | (20.070)   | (1,000)        | (10.070) |
| 188   2077   National Events Uniforming (VIK)   31,500   47,998   14,820   -   40,000   40,000   40,000   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -   0.0%   -    |        | ·                                     | 17 175    | 16 627    |              | 2 548   | 10 000                                | 10 000                                |           | _            | 0.0%       | _              | 0.0%     |
| 169   2092   Club Marketing & Event Management Symposium   436,850   400,000   400,000   160,000   400,000   400,000   400,000   400,000   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   - 0.0%   |        |                                       |           | •         |              | _,0.0   |                                       | · · · · · · · · · · · · · · · · · · · |           | _            |            | _              |          |
| 170   2716   Omega Timing Systems VIK   436,850   400,000   400,000   400,000   400,000   400,000   400,000   400,000   - 0.0%   - 0.0%   - 0.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |                                       | -         | -         |              | _       | -                                     |                                       |           | _            | -          | _              | -        |
| Program Group Total   3,393,090   2,820,985   2,692,358   554,581   1,162,706   1,435,974   2,125,590   (273,268)   (23.5%)   (689,616)   (48.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |                                       | 436.850   | 400.000   | 400,000      | 160,000 | 400.000                               | 400.000                               | 400,000   | _            | 0.0%       | _              | 0.0%     |
| Member Programs           171         2421 Membership Directory         5,593         -         -         -         -         -         0         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -         -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |                                       |           |           |              |         |                                       |                                       |           |              |            |                |          |
| 171   2421   Membership Directory   5,593   -   -   -   -   -   -   -   -   -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |        | Program Group Total                   | 3,393,090 | 2,820,985 | 2,692,358    | 554,581 | 1,162,706                             | 1,435,974                             | 2,125,590 | (273,268)    | (23.5%)    | (689,616)      | (48.0%)  |
| 172 2423 Rulebook 100,463 113,685 99,565 90,615 11,200 23,498 24,800 10,298 (109.8%) (1,302) (5.5%) 2498 Awards 9,939 21,516 18,270 5,756 5,000 2,000 14,800 3,000 60.0% (12,298) (109.8%) (12,298) (640.0%) (12,800) (640.0%) (12,800) (640.0%) (12,800) (640.0%) (12,800) (640.0%) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,800) (12,8 |        |                                       |           |           |              |         |                                       |                                       |           |              |            |                |          |
| 173   2498   Awards   9,939   21,516   18,270   5,756   5,000   2,000   14,800   3,000   60.0%   (12,800)   (640.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 171    | 2421 Membership Directory             | 5,593     | -         | -            | -       | -                                     | -                                     | 0         | -            | -          | -              | -        |
| Member Programs - Officials         115,994         135,201         117,835         96,371         16,200         25,498         39,600         (9,298)         (57.4%)         (14,102)         (55.3%)           Member Programs - Officials           174         2433         Officials Training Sessions         127,311         89,834         94,272         555         52,950         -         83,715         52,950         100.0%         (83,715)         -           175         2437         Officials Online Testing         -         -         -         -         -         825         -         1,000         825         100.0%         (1,000)         -           176         2438         Officials Certification Program         2,564         21,000         -         -         3,900         -         5,000         3,900         100.0%         (5,000)         -           177         2439         Officials Clinic         -         -         -         -         -         0,6000         100.0%         (23,500)         -           178         2440         Officials Clinic         1,045         64,479         699         232         29,888         -         23,500         29,888         100.0%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 172    | 2423 Rulebook                         | 100,463   | 113,685   | 99,565       | 90,615  | 11,200                                | 23,498                                | 24,800    | (12,298)     | (109.8%)   | (1,302)        | (5.5%)   |
| Member Programs - Officials           174         2433         Officials Training Sessions         127,311         89,834         94,272         555         52,950         -         83,715         52,950         100.0%         (83,715)         -           175         2437         Officials Online Testing         -         -         -         -         -         825         -         1,000         825         100.0%         (1,000)         -           176         2438         Officials Certification Program         2,564         21,000         -         -         3,900         -         5,000         3,900         100.0%         (5,000)         -           177         2439         Officials Video         -         -         -         -         6,000         -         0         6,000         100.0%         (5,000)         -           178         2440         Officials Clinic         1,045         64,479         699         232         29,888         -         23,500         29,888         100.0%         (23,500)         -           179         2441         Officials International Travel         10,803         22,439         19,876         -         12,600         11,670 <td>173</td> <td>2498 Awards</td> <td>9,939</td> <td>21,516</td> <td>18,270</td> <td>5,756</td> <td>5,000</td> <td>2,000</td> <td>14,800</td> <td>3,000</td> <td>60.0%</td> <td>(12,800)</td> <td>(640.0%)</td>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 173    | 2498 Awards                           | 9,939     | 21,516    | 18,270       | 5,756   | 5,000                                 | 2,000                                 | 14,800    | 3,000        | 60.0%      | (12,800)       | (640.0%) |
| 174       2433       Officials Training Sessions       127,311       89,834       94,272       555       52,950       -       83,715       52,950       100.0%       (83,715)       -         175       2437       Officials Online Testing       -       -       -       -       -       -       1,000       825       100.0%       (1,000)       -         176       2438       Officials Certification Program       2,564       21,000       -       -       3,900       -       5,000       3,900       100.0%       (5,000)       -         177       2439       Officials Video       -       -       -       -       0       6,000       100.0%       -       -       -         178       2440       Officials Clinic       1,045       64,479       699       232       29,888       -       23,500       29,888       100.0%       (23,500)       -         179       2441       Officials International Travel       10,803       22,439       19,876       -       12,600       11,670       22,870       930       7.4%       (11,200)       (96.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        | Program Group Total                   | 115,994   | 135,201   | 117,835      | 96,371  | 16,200                                | 25,498                                | 39,600    | (9,298)      | (57.4%)    | (14,102)       | (55.3%)  |
| 175       2437       Officials Online Testing       -       -       -       -       -       -       -       1,000       825       100.0%       (1,000)       -         176       2438       Officials Certification Program       2,564       21,000       -       -       3,900       -       5,000       3,900       100.0%       (5,000)       -         177       2439       Officials Video       -       -       -       -       -       6,000       -       0       6,000       100.0%       -       -         178       2440       Officials Clinic       1,045       64,479       699       232       29,888       -       23,500       29,888       100.0%       (23,500)       -         179       2441       Officials International Travel       10,803       22,439       19,876       -       12,600       11,670       22,870       930       7.4%       (11,200)       (96.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |        | Member Programs - Officials           |           |           |              |         |                                       |                                       |           |              |            |                |          |
| 176       2438 Officials Certification Program       2,564       21,000       -       -       3,900       -       5,000       3,900       100.0%       (5,000)       -         177       2439 Officials Video       -       -       -       -       -       6,000       -       0       6,000       100.0%       -       -       -         178       2440 Officials Clinic       1,045       64,479       699       232       29,888       -       23,500       29,888       100.0%       (23,500)       -         179       2441 Officials International Travel       10,803       22,439       19,876       -       12,600       11,670       22,870       930       7.4%       (11,200)       (96.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 174    | 2433 Officials Training Sessions      | 127,311   | 89,834    | 94,272       | 555     | 52,950                                | -                                     | 83,715    | 52,950       | 100.0%     | (83,715)       | -        |
| 177       2439 Officials Video       -       -       -       -       -       -       -       -       -       -       -       -       6,000       100.0%       -       -       -       -       -       -       -       -       -       -       -       23,500       29,888       100.0%       (23,500)       -       -       -       1,670       22,870       930       7.4%       (11,200)       (96.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 175    | 2437 Officials Online Testing         | -         | -         | -            | -       | 825                                   | -                                     | 1,000     | 825          | 100.0%     | (1,000)        | -        |
| 177       2439 Officials Video       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       -       - <td>176</td> <td>2438 Officials Certification Program</td> <td>2,564</td> <td>21,000</td> <td>-</td> <td>-</td> <td>3,900</td> <td>-</td> <td>5,000</td> <td>3,900</td> <td>100.0%</td> <td>, ,</td> <td>-</td>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 176    | 2438 Officials Certification Program  | 2,564     | 21,000    | -            | -       | 3,900                                 | -                                     | 5,000     | 3,900        | 100.0%     | , ,            | -        |
| 179 2441 Officials International Travel 10,803 22,439 19,876 - 12,600 11,670 22,870 930 7.4% (11,200) (96.0%)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 177    | 2439 Officials Video                  | -         | -         | -            | -       | 6,000                                 | -                                     | 0         | 6,000        | 100.0%     | , ,            | -        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 178    | 2440 Officials Clinic                 | 1,045     | 64,479    | 699          | 232     | 29,888                                | -                                     | 23,500    | 29,888       | 100.0%     | (23,500)       | -        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 179    | 2441 Officials International Travel   | 10,803    | 22,439    | 19,876       | -       | 12,600                                | 11,670                                | 22,870    | 930          | 7.4%       | (11,200)       | (96.0%)  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 180    | 2442 Officials Uniforming (VIK)       | -         | -         | -            | -       |                                       | -                                     |           | -            | -          |                | -        |

(Increase)/Decrease

### **EVENT OPERATIONS DIVISION**

|        |                                               | 2017      | 2018      | 2019      | 2020      | 2021      | 2021       | 2022      | 2021 Proje<br>vs | ection   | 2022 Bu    | dget      |
|--------|-----------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|------------------|----------|------------|-----------|
| Line # | _                                             | Actual    | Actual    | Actual    | Actual    | Budget    | Projection | Budget    | 2021 Bud         | dget     | 2021 Proje | ection    |
| 181    | 2450 Officials Mentoring & Training           | 502       | 1,167     | 778       | 495       | 1,500     | 89         | 1,700     | 1,411            | 94.1%    | (1,611)    | (1810.1%) |
|        | Program Group Total                           | 142,225   | 198,918   | 115,625   | 1,282     | 107,663   | 11,759     | 137,785   | 95,904           | 89.1%    | (126,026)  | (1071.7%) |
|        | Other Programs and Services                   |           |           |           |           |           |            |           |                  |          |            |           |
| 182    | 2501 Publications and Video Sales             | 23,665    | 22,784    | 27,964    | 8,655     | 24,000    | 24,000     | 18,500    | -                | 0.0%     | 5,500      | 22.9%     |
| 183    | 2502 Mailing Service                          | 280       | 158       | 123       | -         | 200       | 200        | 200       | -                | 0.0%     | -          | 0.0%      |
| 184    | 2505 Trials Hospitality                       | -         | -         | -         | 560       | 17,300    | 1,728      | 0         | 15,572           | 90.0%    | 1,728      | 100.0%    |
| 185    | 2519 Times Projects                           | 54,368    | 51,240    | 38,368    | 28,475    | 23,400    | 9,195      | 966       | 14,205           | 60.7%    | 8,229      | 89.5%     |
| 186    | 2535 Pool Environment Research & Education    | -         | -         | -         | -         | -         | -          | 0         | -                | -        | -          | -         |
| 187    | 2715 TV/Web Cast Production                   | 1,154,685 | 1,320,082 | 1,328,938 | 404,199   | 523,474   | 910,000    | 1,164,500 | (386,526)        | (73.8%)  | (254,500)  | (28.0%)   |
| 188    | 2720 Vendini Event Ticketing                  | -         | -         | -         | -         | -         | -          | 0         | -                | -        | -          | -         |
|        | Program Group Total                           | 1,232,998 | 1,394,264 | 1,395,393 | 441,888   | 588,374   | 945,123    | 1,184,166 | (356,749)        | (60.6%)  | (239,043)  | (25.3%)   |
|        | Committees                                    |           |           |           |           |           |            |           |                  |          |            |           |
| 189    | 2801 Annual Business Meeting                  | 86,771    | 98,890    | 126,531   | 49,807    | 39,900    | 125,000    | 48,750    | (85,100)         | (213.3%) | 76,250     | 61.0%     |
| 190    | 2802 Annual Business Meeting - Athletes       | 102,175   | 107,240   | 91,065    | -         | 6,500     | -          | 23,925    | 6,500            | `100.0%  | (23,925)   | -         |
| 191    | 2825 Registration / Membership                | 12,411    | 15,933    | 14,346    | 11        | 500       | 14         | 0         | 486              | 97.2%    | 14         | 100.0%    |
| 192    | 2832 Awards                                   | -         | 1,013     | 478       | -         | -         | -          | 500       | -                | -        | (500)      | -         |
| 193    | 2835 Credentials / Elections                  | 1,952     | 2,667     | 3,263     | -         | 500       | -          | 0         | 500              | 100.0%   | -          | -         |
| 194    | 2836 Rules and Regulations                    | 37,241    | 25,822    | 22,356    | 2,464     | 17,500    | 434        | 0         | 17,066           | 97.5%    | 434        | 100.0%    |
| 195    | 2860 Program & Events Coordinator (frmly Cmt) | -         | -         | -         | -         | -         | -          | 100       | -                | -        | (100)      | -         |
| 196    | 2862 Championship Evaluation Committee        | 2,045     | -         | 750       | -         | -         | -          | 0         | -                | -        | -          | -         |
| 197    | 2866 Officials                                | 17,540    | 22,462    | 19,269    | 7,755     | 500       | -          | 15,000    | 500              | 100.0%   | (15,000)   | -         |
|        | Program Group Total                           | 260,135   | 274,028   | 278,059   | 60,037    | 65,400    | 125,448    | 88,275    | (60,048)         | (91.8%)  | 37,173     | 29.6%     |
|        | Administration & Operational Support          |           |           |           |           |           |            |           |                  |          |            |           |
| 198    | 2990 Administration & Operational Support     | 291,477   | 259,238   | 257,746   | 130,830   | 194,780   | 216,980    | 205,300   | (22,200)         | (11.4%)  | 11,680     | 5.4%      |
| 199    | 2999 Salary and Benefits                      | 2,189,640 | 1,502,519 | 1,513,652 | 992,689   | 1,049,951 | 1,042,298  | 644,049   | 7,653            | 0.7%     | 398,249    | 38.2%     |
|        | Program Group Total                           | 2,481,116 | 1,761,757 | 1,771,398 | 1,123,519 | 1,244,731 | 1,259,278  | 849,349   | (14,547)         | (1.2%)   | 409,929    | 32.6%     |
|        | TOTAL EVENT OPERATIONS                        | 7,625,558 | 6,585,153 | 6,370,668 | 2,277,680 | 3,185,074 | 3,803,080  | 4,424,765 | (618,006)        | (19.4%)  | (621,686)  | (16.3%)   |

(Increase)/Decrease

### COMMERCIAL DIVISION

|        |                                                    | 2017      | 2018          | 2019      | 2020    | 2021      | 2021       | 2022      | 2021 Proje |          | 2022 Bud<br>vs |          |
|--------|----------------------------------------------------|-----------|---------------|-----------|---------|-----------|------------|-----------|------------|----------|----------------|----------|
| Line # | _                                                  | Actual    | Actual        | Actual    | Actual  | Budget    | Projection | Budget    | 2021 Bud   | aget     | 2021 Proje     | ection   |
|        | Partnerships & Event Marketing Division            |           |               |           |         |           |            |           |            |          |                |          |
| 200    | 5901 Servicing                                     | 189,187   | 104,984       | 265,738   | 64,267  | 75,000    | 110,000    | 141,250   | (35,000)   | (46.7%)  | (31,250)       | (28.4%)  |
| 201    | 5900 Contractuals                                  | -         | -             | -         | 143,910 | 220,000   | 247,500    | 207,500   | (27,500)   | (12.5%)  | 40,000         | 16.2%    |
| 202    | 5905 Sales Development Support                     | 51,690    | 51,523        | 30,709    | 1,650   | 17,000    | 17,000     | 50,500    | -          | 0.0%     | (33,500)       | (197.1%) |
| 203    | 5916 Sigma Gamma Rho                               | -         | -             | -         | 4,090   | 34,000    | 34,000     | 79,725    | -          | 0.0%     | (45,725)       | (134.5%) |
| 204    | 5620 Family Program                                | 24,183    | 55,137        | 47,348    | 52      | 25,000    | 27,600     | 33,675    | (2,600)    | (10.4%)  | (6,075)        | (22.0%)  |
| 205    | 5715 SwimBiz                                       | 71,214    | 70,815        | 84,153    | -       | -         | -          | 0         | -          | -        | -              | · ,      |
| 206    | 5709 Nationals Marketing                           | -         | 554,771       | 565,702   | -       | 69,520    | -          | 501,000   | 69,520     | 100.0%   | (501,000)      | -        |
| 207    | 5760 Junior Nationals Marketing                    | -         | -             | 40,166    | -       | 13,000    | 13,000     | 30,000    | -          | 0.0%     | (17,000)       | (130.8%) |
| 208    | 5762 Pro Swim Series Marketing                     | -         | -             | 226,027   | 153,936 | 81,210    | 14,900     | 135,000   | 66,310     | 81.7%    | (120,100)      | (806.0%) |
| 209    | 5764 US Open Marketing                             | -         | -             | 86,194    | 15,051  | 74,065    | 44,065     | 77,500    | 30,000     | 40.5%    | (33,435)       | (75.9%)  |
| 210    | 5770 Other Event Marketing                         | -         | 47,811        | 2,110     | -       | -         | -          | 25,000    | -          | -        | (25,000)       | -        |
| 211    | 5755 usa Swimming House-Trials                     | -         | -             | 1,716     | -       | -         | -          | 0         | -          | -        | -              | -        |
| 212    | 5913 Multicultural Promotions                      | 147,192   | 88,355        | -         | -       | -         | -          | 0         | -          | -        | -              | -        |
| 213    | 5902 Merchandise Program                           | 20,628    | 17,279        | 13,434    | 5,128   | 54,400    | 54,400     | 18,000    | -          | 0.0%     | 36,400         | 66.9%    |
| 214    | 5911 Aqua Zone-Olympic Trials                      | 5,408     | 5,700         | 13,639    | 7,312   | 900,000   | 1,000,000  | 0         | (100,000)  | (11.1%)  | 1,000,000      | 100.0%   |
|        | Program Group Total                                | 509,502   | 996,375       | 1,376,935 | 395,396 | 1,563,195 | 1,562,465  | 1,299,150 | 730        | 0.0%     | 263,315        | 16.9%    |
|        | Communications Division                            |           |               |           |         |           |            |           |            |          |                |          |
| 215    | 5109 APA Appearance                                | 23,083    | 19,579        | 33,894    | 8,634   | 60,000    | 15,000     | 42,500    | 45,000     | 75.0%    | (27,500)       | (183.3%) |
| 216    | 5722 Social Media Aggregation                      | -         | <i>.</i><br>- | 6,471     | 25,787  | 20,000    | 42,000     | 48,000    | (22,000)   | (110.0%) | (6,000)        | `(14.3%) |
| 217    | 5714 Public Relations                              | 39,476    | 5,422         | 29,269    | 101,833 | -         | ,<br>-     | 40,000    | -          | -        | (40,000)       | -        |
| 218    | 5724 Communication Operations                      | 134,675   | 231,407       | 246,957   | 160,663 | 250,000   | 260,000    | 240,670   | (10,000)   | (4.0%)   | 19,330         | 7.4%     |
|        | Program Group Total                                | 197,234   | 256,407       | 316,591   | 296,917 | 330,000   | 317,000    | 371,170   | 13,000     | 3.9%     | (54,170)       | (17.1%)  |
|        | Creative Services Division                         |           |               |           |         |           |            |           |            |          |                |          |
| 219    | 5711 Splash Magazine                               | 899,812   | 815,806       | 633,834   | 367,372 | 275,000   | 175,000    | 390,000   | 100,000    | 36.4%    | (215,000)      | (122.9%) |
| 220    | 5730 USA Swimming Productions                      | 575,592   | 886,438       | 868,578   | 348,613 | 240,000   | 526,354    | 342,360   | (286,354)  | (119.3%) | 183,994        | 35.0%    |
| 221    | 5710 Membership Recruiting/ Promotion              | 364,895   | 372,418       | 209,130   | 58,355  | 35,000    | 11,000     | 100,000   | 24,000     | 68.6%    | (89,000)       | (809.1%) |
| 222    | 5904 Marketing Contract Labor                      | 19,212    | 95,600        | 6,500     | -       | -         | -          | 0         | -          | -        | -              | -        |
|        | Program Group Total                                | 1,859,511 | 2,170,263     | 1,718,041 | 774,340 | 550,000   | 712,354    | 832,360   | (162,354)  | (29.5%)  | (120,006)      | (16.8%)  |
|        | Business Intelligence & Digital Platforms Division |           |               |           |         |           |            |           |            |          |                |          |
| 223    | 5713 Deck Pass                                     | 71,305    | 11,265        | 25,271    | 66,019  | 61,000    | 61,700     | 61,960    | (700)      | (1.1%)   | (260)          | (0.4%)   |
| 224    | 5716 Swimjitsu                                     | 283,423   | 7,548         | 11,006    | 10,778  | -         | 3,500      | 0         | (3,500)    | -        | 3,500          | 100.0%   |
| 225    | 5726 Business Intelligence                         | · -       | -             | -         | 1,192   | 350,000   | 387,512    | 572,506   | (37,512)   | (10.7%)  | (184,994)      | (47.7%)  |
| 226    | 5718 usaswimming.org - Web site                    | 360,683   | 473,453       | 484,773   | 544,657 | 540,000   | 564,000    | 561,044   | (24,000)   | (4.4%)   | 2,956          | 0.5%     |
|        | Program Group Total                                | 715,411   | 492,266       | 521,050   | 622,646 | 951,000   | 1,016,712  | 1,195,510 | (65,712)   | (6.9%)   | (178,798)      | (17.6%)  |
|        | Administration & Operational Support               |           |               |           |         |           |            |           |            |          |                |          |

(Increase)/Decrease

### COMMERCIAL DIVISION

|        |                                           | 2017      | 2018      | 2019      | 2020      | 2021      | 2021       | 2022      |
|--------|-------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|
| Line # | _                                         | Actual    | Actual    | Actual    | Actual    | Budget    | Projection | Budget    |
| 227    | 5990 Administration & Operational Support | 234,767   | 303,299   | 345,990   | 277,837   | 270,000   | 307,850    | 290,250   |
| 228    | 5999 Salary and Benefits                  | 1,656,369 | 2,041,646 | 1,840,934 | 1,967,687 | 1,980,135 | 2,123,797  | 2,141,739 |
| 229    | 5740 America's Swim Team/ Membership Card | -         | -         | -         | -         | -         | -          | 0         |
| 230    | 5910 Mutual of Omaho Swim 100             | -         | -         | -         | -         | -         | -          | 0         |
|        |                                           |           |           |           |           |           |            |           |
|        | Program Group Total                       | 1,891,136 | 2,344,945 | 2,186,924 | 2,245,524 | 2,250,135 | 2,431,647  | 2,431,989 |
|        |                                           |           |           |           |           |           |            |           |
|        | TOTAL COMMERCIAL                          | 5,172,794 | 6,260,256 | 6,119,542 | 4,334,824 | 5,644,330 | 6,040,178  | 6,130,179 |

| (Increase)/De<br>2021 Projec |         | (Increase)/De<br>2022 Bud |        |  |  |  |  |  |
|------------------------------|---------|---------------------------|--------|--|--|--|--|--|
| VS                           |         | VS                        |        |  |  |  |  |  |
| 2021 Bud                     | get     | 2021 Projection           |        |  |  |  |  |  |
| (37,850)                     | (14.0%) | 17,600                    | 5.7%   |  |  |  |  |  |
| (143,662)                    | (7.3%)  | (17,942)                  | (0.8%) |  |  |  |  |  |
| -                            | -       | -                         | -      |  |  |  |  |  |
| -                            | -       | -                         | -      |  |  |  |  |  |
| (181,512)                    | (8.1%)  | (342)                     | (0.0%) |  |  |  |  |  |
| (395,848)                    | (7.0%)  | (90,001)                  | (1.5%) |  |  |  |  |  |

### RISK MANAGEMENT/INSURANCE DIVISION

| Line # | _                                         | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Budget | 2021<br>Projection | 2022<br>Budget | 2021 Proje<br>vs<br>2021 Bud |        | 2022 Bu<br>vs<br>2021 Proje |          |
|--------|-------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|------------------------------|--------|-----------------------------|----------|
|        |                                           |                |                |                |                |                |                    |                |                              |        |                             |          |
|        | Member Programs                           |                |                |                |                |                |                    |                |                              |        |                             |          |
| 231    | 9413 Member Insurance Programs            | 2,909,865      | 3,000,544      | 3,148,050      | 2,922,460      | 4,328,450      | 4,443,192          | 5,553,990      | (114,742)                    | (2.7%) | (1,110,798)                 | (25.0%)  |
| 232    | 9415 Other Risk Management                | 24,270         | 12,318         | 10,330         | 10,000         | 3,700          | -                  | 11,500         | 3,700                        | 100.0% | (11,500)                    | -        |
|        | Program Group Total                       | 2,934,135      | 3,012,862      | 3,158,380      | 2,932,460      | 4,332,150      | 4,443,192          | 5,565,490      | (111,042)                    | (2.6%) | (1,122,298)                 | (25.3%)  |
|        | Committees                                |                |                |                |                |                |                    |                |                              |        |                             |          |
| 233    | 9827 Operational Risk Committee           | 48,050         | 34,466         | 20,777         | 7              | 500            | -                  | 500            | 500                          | 100.0% | (500)                       | -        |
|        | Program Group Total                       | 48,050         | 34,466         | 20,777         | 7              | 500            | -                  | 500            | 500                          | 100.0% | (500)                       |          |
|        |                                           |                |                |                |                |                |                    |                |                              |        |                             |          |
|        | Administration & Operational Support      |                |                |                |                |                |                    |                |                              |        |                             |          |
| 234    | 9490 Administration & Operational Support | 22,246         | 16,197         | 16,299         | 2,928          | 14,500         | 2,500              | 14,620         | 12,000                       | 82.8%  | (12,120)                    | (484.8%) |
|        | Program Group Total                       | 22,246         | 16,197         | 16,299         | 2,928          | 14,500         | 2,500              | 14,620         | 12,000                       | 82.8%  | (12,120)                    | (484.8%) |
|        |                                           |                |                |                |                |                |                    |                |                              |        |                             |          |
|        | TOTAL RISK MANAGEMENT/INSURANCE           | 3,004,431      | 3,063,524      | 3,195,455      | 2,935,394      | 4,347,150      | 4,445,692          | 5,580,610      | (98,542)                     | (2.3%) | (1,134,918)                 | (25.5%)  |

(Increase)/Decrease

## **FOUNDATION SUPPORT Program:6666-6667**

Program Manager: Eric Skufca, Tami Bock
Program Description: Support for the USA Swimming Foundation initiatives.

| Line # | Account                         | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Budget | 2021<br>Projection | 2022<br>Budget |
|--------|---------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|
|        | EXPENSES:                       |                |                |                |                |                |                    |                |
|        | Grants - Block grant            | 250,000        | 250,000        | 0              | 0              | 0              |                    |                |
|        | Grants - MAS other support      | 0              | 0              | 0              | 0              | 0              |                    |                |
|        | Grants - MAS staff (2016 Quad)  | 0              | 0              | 0              | 0              | 0              |                    |                |
|        | In Kind - USAS staff allocation | 231,061        | 342,921        | 449,414        | 392,446        | 449,414        | 457,385            | 457,385        |
|        | Grants - MAS Tour Adj.          | 0              | 0              | 0              | 0              | 0              |                    |                |
|        | Grants - Unclaimed Prize Money  | 44,310         | 404,076        | 0              | 0              | 0              |                    |                |
| 235    | TOTAL EXPENSES                  | 525,371        | 996,997        | 449,414        | 392,446        | 449,414        | 457,385            | 457,385        |

| (Increase)/De<br>2021 Project<br>2021 Bud | ion vs | 2022 Bi | /Decrease<br>udget vs<br>ojection |
|-------------------------------------------|--------|---------|-----------------------------------|
| \$                                        | %      | \$      | %                                 |
| _                                         |        | _       |                                   |
| -                                         |        | -       |                                   |
| -                                         |        | -       |                                   |
| 7,971                                     | 2%     | -       | 0%                                |
| -                                         |        | -       |                                   |
| -                                         |        | -       |                                   |
| 7,971                                     | 2%     | 0       | 0%                                |

### **EXECUTIVE DIVISION**

|        |                                            | 2017      | 2018      | 2019      | 2020      | 2021      | 2021       | 2022      | 2021 Proje<br>vs | ection   | 2022 Bud<br>vs | get     |
|--------|--------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|-----------|------------------|----------|----------------|---------|
| Line # |                                            | Actual    | Actual    | Actual    | Actual    | Budget    | Projection | Budget    | 2021 Bud         | lget     | 2021 Proje     | ction   |
|        |                                            |           |           |           |           |           |            |           |                  |          |                |         |
|        | Other Executive                            |           |           |           |           |           |            |           |                  |          |                |         |
| 236    | 7820 Nominating Committee                  | -         | 149       | 2,068     | -         | 2,500     | -          | 1,940     | 2,500            | 100.0%   | (1,940)        | -       |
| 237    | 7920 CEO Contingency                       | 186,358   | 26,860    | 68,825    | 22,956    | 20,000    | 59,300     | 25,000    | (39,300)         | (196.5%) | 34,300         | 57.8%   |
| 238    | 7930 Board Chair Travel and Expenses       | 27,412    | 29,833    | 43,612    | 10,700    | 40,000    | 64,968     | 27,640    | (24,968)         | (62.4%)  | 37,328         | 57.5%   |
| 239    | 7931 Olympic Games Executive Contingency   | -         | -         | -         | -         | 20,000    | 9,073      | 0         | 10,927           | 54.6%    | 9,073          | 100.0%  |
| 240    | 7937 Splash Makers II                      | 1,321     | 1,536     | -         | -         | -         | -          | 0         | -                | -        | -              | -       |
| 241    | 7940 Documentary Film & Education          | -         | -         | -         | -         | -         | -          | 0         | -                | -        | -              | -       |
| 242    | 7945 CSCAA Grant                           | 120,005   | 120,000   | 120,000   | 120,000   | 120,000   | 120,000    | 100,000   | -                | 0.0%     | 20,000         | 16.7%   |
| 243    | 7971 Organizational Relations - Domestic   | 59,302    | 84,164    | 53,609    | 19,655    | 13,000    | 22,018     | 28,000    | (9,018)          | (69.4%)  | (5,982)        | (27.2%) |
| 244    | 7981 International Relations               | 45,743    | 59,463    | 30,917    | 7,946     | 20,000    | 19,000     | 10,000    | 1,000            | 5.0%     | 9,000          | 47.4%   |
| 245    | 7984 Organizational Relations - Internat'l | 27,582    | 33,577    | 26,203    | 2,978     | 6,000     | 8,267      | 15,000    | (2,267)          | (37.8%)  | (6,733)        | (81.4%) |
|        | Program Group Total                        | 467,723   | 355,582   | 345,233   | 184,235   | 241,500   | 302,627    | 207,580   | (61,127)         | (25.3%)  | 95,047         | 31.4%   |
|        | Committees                                 |           |           |           |           |           |            |           |                  |          |                |         |
| 246    | 7803 Board of Directors                    | 168,291   | 174,281   | 132,316   | 14,118    | 80,000    | 73,220     | 77,829    | 6,780            | 8.5%     | (4,609)        | (6.3%)  |
| 247    | 7805 Executive Committee                   | 10,436    | -         | -         | -         | -         | -          | 0         | -                | -        | -              | -       |
| 248    | 7806 Committee Chairs Meeting              | 31,149    | -         | -         | -         | -         | -          | 0         | -                | -        | -              | -       |
| 249    | 7807 Zone Administration                   | 2,532     | 5,370     | -         | -         | -         | -          | 0         | -                | -        | -              | -       |
| 250    | 7808 Task Forces                           | 173,306   | 140,077   | 182,985   | 146,642   | 99,400    | 99,400     | 150,150   | -                | 0.0%     | (50,750)       | (51.1%) |
| 251    | 7811 International Relations Committee     | 29,734    | 19,522    | 8,778     | -         | -         | -          | 250       | -                | -        | (250)          | -       |
|        | Program Group Total                        | 415,448   | 339,251   | 324,079   | 160,760   | 179,400   | 172,620    | 228,229   | 6,780            | 3.8%     | (55,609)       | (32.2%) |
|        | Administration & Operational Support       |           |           |           |           |           |            |           |                  |          |                |         |
| 252    | 7990 Administration & Operational Support  | 149,966   | 130,084   | 123,454   | 43,782    | 97,710    | 114,545    | 90,574    | (16,835)         | (17.2%)  | 23,971         | 20.9%   |
| 253    | 7999 Salary and Benefits                   | 2,980,660 | 705,232   | 808,003   | 823,061   | 894,888   | 931,024    | 983,294   | (36,136)         | (4.0%)   | (52,269)       | (5.6%)  |
|        | Program Group Total                        | 3,130,626 | 835,316   | 931,457   | 866,843   | 992,598   | 1,045,569  | 1,073,868 | (52,971)         | (5.3%)   | (28,298)       | (2.7%)  |
|        | TOTAL EXECUTIVE                            | 4,013,797 | 1,530,149 | 1,600,769 | 1,211,838 | 1,413,498 | 1,520,816  | 1,509,677 | (107,318)        | (7.6%)   | 11,139         | 0.7%    |

(Increase)/Decrease

### FINANCE DIVISION

| Line # | _                                              | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Budget | 2021<br>Projection | 2022<br>Budget | 2021 Project<br>vs<br>2021 Bud |        | 2022 Bud<br>vs<br>2021 Projec |        |
|--------|------------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|--------------------------------|--------|-------------------------------|--------|
|        | Other Programs                                 |                |                |                |                |                |                    |                |                                |        |                               |        |
| 254    | 8500 LSC/Club Financial Presentation Resources | 36,344         | 4,529          | 5,056          | 220            | -              | -                  | 50             | -                              | -      | (50)                          | -      |
|        | Program Group Total                            | 36,344         | 4,529          | 5,056          | 220            | -              | -                  | 50             | -                              | -      | (50)                          | -      |
|        | Committees                                     |                |                |                |                |                |                    |                |                                |        |                               |        |
| 255    | 8880 Audit Committee                           | 23             | 11             | _              | _              | -              | -                  | 0              | -                              | _      | -                             | _      |
| 256    | 8895 Investment Committee                      | 280            | 83             | 139            | -              | -              | -                  | 100            | -                              | -      | (100)                         | -      |
|        | Program Group Total                            | 303            | 94             | 139            | -              | -              | -                  | 100            | -                              | -      | (100)                         | -      |
|        | Administration & Operational Support           |                |                |                |                |                |                    |                |                                |        |                               |        |
| 257    | 8990 Administration & Operational Support      | 204,697        | 143,348        | 182,541        | 193,617        | 175,800        | 192,550            | 176,225        | (16,750)                       | (9.5%) | 16,325                        | 8.5%   |
| 258    | 8999 Salary and Benefits                       | 1,122,819      | 723,561        | 970,068        | 658,435        | 655,407        | 687,997            | 691,512        | (32,590)                       | (5.0%) | (3,515)                       | (0.5%) |
|        | Program Group Total                            | 1,327,516      | 866,909        | 1,152,609      | 852,052        | 831,207        | 880,547            | 867,737        | (49,340)                       | (5.9%) | 12,810                        | 1.5%   |
|        | TOTAL FINANCE                                  | 1,364,162      | 871,532        | 1,157,804      | 852,272        | 831,207        | 880,547            | 867,887        | (49,340)                       | (5.9%) | 12,660                        | 1.4%   |

(Increase)/Decrease

### **BUSINESS AFFAIRS DIVISION**

| Line #  |                                      | 2017<br>Actual | 2018<br>Actual | 2019<br>Actual | 2020<br>Actual | 2021<br>Budget | 2021<br>Projection | 2022<br>Budget | 2021 Proje<br>vs<br>2021 Bud |          | 2022 Bud<br>vs<br>2021 Proje |           |
|---------|--------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|----------------|------------------------------|----------|------------------------------|-----------|
| Lille # | _                                    | Actual         | Actual         | Actual         | Actual         | Daaget         | 1 Tojection        | Duaget         | 2021 Duo                     | iget     | 2021110je                    |           |
|         |                                      |                |                |                |                |                |                    |                |                              |          |                              |           |
|         | Legal and NBR                        |                |                |                |                |                |                    |                |                              |          |                              |           |
| 259     | 9692 National Board of Review        | 131,617        | 34,152         | 24             | 267,959        | _              | _                  | 0              | _                            | _        | _                            | _         |
| 260     | 9695 Legal                           | 184,469        | 116,306        | 435,168        | 293,550        | 200,000        | 200,000            | 210,000        | -                            | 0.0%     | (10,000)                     | (5.0%)    |
| 261     | 9690 Legal-Admin and Oper Support    | 13,829         | 19,011         | 18,705         | 3,912          | 1,500          | 2,500              | 6,225          | (1,000)                      | (66.7%)  | (3,725)                      | (149.0%)  |
| _0.     | 2000 Logar Marian and Oper Support   | 10,020         | .0,0           | . 0, . 00      | 0,0 .2         | .,000          | 2,000              | 0,220          | (1,000)                      | (00.170) | (3,: 23)                     | (1101070) |
|         | Program Group Total                  | 329,916        | 169,470        | 453,897        | 565,421        | 201,500        | 202,500            | 216,225        | (1,000)                      | (0.5%)   | (13,725)                     | (6.8%)    |
|         |                                      | ,-             | ,              | ,              | ,              | - <b>,</b>     | - ,                | , ,            | ( , = = = ,                  | ( /      | ( -, -,                      | (,        |
|         | Other                                |                |                |                |                |                |                    |                |                              |          |                              |           |
| 262     | 9280 Human Resources                 | 42,626         | 96,954         | 113,439        | 75,535         | 80,000         | 83,300             | 80,300         | (3,300)                      | (4.1%)   | 3,000                        | 3.6%      |
| 263     | 9290 Government Affairs              | -<br>-         | -              | 8,640          | 23,428         | -              | -                  | 100,000        | -                            | -        | (100,000)                    | -         |
| 264     | 9295 Information Technology Support  | 435,438        | 490,942        | 541,142        | 576,726        | 679,148        | 675,000            | 876,962        | 4,148                        | 0.6%     | (201,962)                    | (29.9%)   |
|         | ·                                    |                |                |                |                |                |                    |                |                              |          | ,                            | ,         |
|         | Program Group Total                  | 478,064        | 587,896        | 663,221        | 675,689        | 759,148        | 758,300            | 1,057,262      | 848                          | 0.1%     | (298,962)                    | (39.4%)   |
|         | •                                    |                |                |                |                |                |                    |                |                              |          | ,                            | ,         |
|         | Administration & Operational Support |                |                |                |                |                |                    |                |                              |          |                              |           |
| 265     | 9990 Admin and Oper Support          | -              | 180,683        | 236,422        | 343,709        | 253,150        | 263,350            | 203,950        | (10,200)                     | (4.0%)   | 59,400                       | 22.6%     |
| 266     | 9999 Salary and Benefits             | -              | 2,164,689      | 2,388,995      | 2,370,938      | 1,800,512      | 1,777,126          | 2,022,338      | 23,386                       | 1.3%     | (245,212)                    | (13.8%)   |
|         | •                                    |                |                |                |                |                |                    |                |                              |          |                              |           |
|         | Program Group Total                  | -              | 2,345,372      | 2,625,417      | 2,714,648      | 2,053,662      | 2,040,476          | 2,226,288      | 13,186                       | 0.6%     | (185,812)                    | (9.1%)    |
|         | •                                    |                |                |                |                |                |                    |                |                              |          | ,                            | . ,       |
|         | TOTAL BUSINESS AFFAIRS               | 807,980        | 3,102,737      | 3,742,534      | 3,955,757      | 3,014,310      | 3,001,276          | 3,499,775      | 13,034                       | 0.4%     | (498,499)                    | (16.6%)   |

(Increase)/Decrease

## USA Swimming 2017-2022 Board Approved Reserve Investments Summary As of 11/29/2021

### **BOARD APPROVED RESERVE INVESTMENTS - Cash Basis**

|                                             | Actual<br>2017       | Actual<br>2018 | Actual<br>2019 | Actual<br>2020 | Projection<br>2021 | Budget<br>2022    |
|---------------------------------------------|----------------------|----------------|----------------|----------------|--------------------|-------------------|
| Operating Reserves:                         |                      |                |                |                |                    |                   |
| Disaster Donations                          | \$                   | (20,606) \$    | (5,000) \$     | - 9            | (25,000)           | \$<br>(25,000)    |
| Special IT Projects (CRM)                   |                      | (327,086)      | (502,229)      | (446,948)      |                    |                   |
| Cost of Flex                                |                      |                | (722,216)      | (1,302,502)    |                    |                   |
| Athlete Leadership Summit                   |                      | (266,618)      | (161,958)      |                |                    |                   |
| Board Designated Funds:                     |                      |                |                |                |                    |                   |
| "Keeping Athletes First" (KAF) Initiative:  |                      |                |                |                |                    |                   |
| Safe Sport Club Recognition Assistance      |                      |                |                | (562)          | (20,000)           |                   |
| Safe Sport Staff Resources & Program Dev.   |                      |                |                | -              | (346,490)          |                   |
| Safe Sport (Club Rec, Staff Res & Prog Dev) |                      |                |                | (562)          | (366,490)          |                   |
| Coach Education & LMS                       |                      |                |                | (267,749)      | (462,893)          | (729,359)         |
| Online Member Registration                  |                      | (= 40 = 0.4)   | (00.000)       | (314,302)      | (1,491,527)        | (827,118)         |
| Safe Sport Expenses / Contingency           |                      | (719,564)      | (30,000)       | (0=4=40)       | (== aaa)           |                   |
| Legal                                       |                      |                | (966,983)      | (274,548)      | (75,000)           | (4.000.000)       |
| USSIC Sale Letter of Credit                 |                      |                |                | (1,836,975)    | (775,000)          | (1,000,000)       |
| Other:                                      |                      |                |                |                |                    |                   |
| Foundation Endowment Donation               | (1,000,000)          |                |                |                |                    |                   |
| Total Board Approved Reserve Investments    | \$<br>(1,000,000) \$ | (1,333,874) \$ | (2,388,386) \$ | (4,444,148)    | (3,195,910)        | \$<br>(2,581,477) |

## USA Swimming 2022 Capital Expenditure Budget (+2021 Projection) As of 11/29/2021

|                        | Pr<br>                                        | Projection<br>2021 |    |         |
|------------------------|-----------------------------------------------|--------------------|----|---------|
| Capital Spends:        |                                               |                    |    |         |
| Network Hardware       | \$                                            | 41,889             | \$ | 86,000  |
| Computers              |                                               | 42,359             |    | 140,100 |
| Servers                |                                               | 21,116             |    | 31,000  |
| A/V Equipment          |                                               | 47,913             |    | 12,000  |
| Furniture/Fixtures     |                                               | 10,000             |    | 10,000  |
| Technology Development |                                               | -                  |    | 387,882 |
|                        |                                               |                    |    |         |
| Total Spend:           | <u>    \$                                </u> | 163,277            | \$ | 666,982 |

## USA Swimming 2021 Budget vs. 2021 Projection Summary As of 11/29/2021

| 7.6 G. 1.1.20.202.                                 | Approved<br>Budget<br>2021 | Current<br>Projection<br>2021 | \$ Variance<br>Favorable<br>(Unfavorable) | % Variance<br>Favorable<br>(Unfavorable) | Budget to Projection Fluctuation Commentary                                                                                                             |
|----------------------------------------------------|----------------------------|-------------------------------|-------------------------------------------|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| REVENUE:                                           |                            |                               |                                           |                                          |                                                                                                                                                         |
| Membership                                         | \$ 14,828,111              | \$ 18,143,499                 | \$ 3,315,388                              | 22.4%                                    | Latest from Membership subject to year end final reconciliation.                                                                                        |
| Partnership Marketing                              | 4,068,956                  | 4,803,956                     | 735,000                                   | 18.1%                                    | Latest projections from Commercial. Note many material contracts are not yet signed                                                                     |
| r arthership marketing                             | 4,000,930                  | 4,000,000                     | 733,000                                   | 10.170                                   | (Arena, TYR, Speedo).                                                                                                                                   |
| USOPC Partnership                                  | 5,329,500                  | 5,591,091                     | 261,591                                   | 4.9%                                     | Assumes current agreed upon pay schedules and ~\$160K unbudgeted grants (\$87.5K WUGS/now Jr. Team, COVID relief \$32K, \$31K OW, \$8.5K Olympic tech). |
| Investment Income                                  | 20,000                     | 10,500                        | (9,500)                                   | -47.5%                                   | No portfolio distributions for operations in 2021 (just ST investment earnings).                                                                        |
| Foundation                                         | 1,087,500                  | 1,451,933                     | 364,433                                   | 33.5%                                    | Olympic Team donors (\$112.5K), Comm. Impact Grants (\$100K), other unbud donors.                                                                       |
| Sport and Events                                   | 697,000                    | 301,500                       | (395,500)                                 | -56.7%                                   | Projecting no OPTC Camps (nets roughly zero with expense).                                                                                              |
| Olympic Trials                                     | 4,410,000                  | 1,241,500                     | (3,168,500)                               | -71.8%                                   | Trials Rights Fee, USOPC Trials Fee, Trials JV Ops.                                                                                                     |
| Pandemic Relief                                    | , , , , <u>-</u>           | 182,317                       | 182,317                                   | 100.0%                                   | Remainder of PPP forgiven.                                                                                                                              |
| Other Income                                       | 359,541                    | 367,030                       | 7,489                                     | 2.1%                                     | Imputed Prepaid Rent income, NCAA contract, etc.                                                                                                        |
| Total Revenue                                      | 30,800,608                 | 32,093,326                    | 1,292,717                                 | 4.2%                                     | ,                                                                                                                                                       |
| EXPENSES: Technical/Sport:                         |                            |                               |                                           |                                          |                                                                                                                                                         |
| National Team                                      | 9,400,649                  | 10,295,162                    | (894,513)                                 | -9.5%                                    | Olympic Camp/Travel (\$-290K), Athlete Services & COVID testing (-\$261K), Jr. Team (-\$150K), Competitions (-\$113K).                                  |
| Sport Development                                  | 5,683,974                  | 5,135,471                     | 548,503                                   | 9.6%                                     | OMR postponement (budg trx fees) (+\$247K), Zone Workshops (virtual) (+\$226K).                                                                         |
| Event Operations                                   | 3,185,074                  | 3,803,080                     | (618,006)                                 | -19.4%                                   | TV/Webcast (-\$356K), Events (-\$248K).                                                                                                                 |
| Total Technical / Sport                            | 18,269,697                 | 19,233,713                    | (964,016)                                 | -5.3%                                    |                                                                                                                                                         |
| Other Programs:                                    |                            |                               |                                           |                                          |                                                                                                                                                         |
| Other Programs: Commercial                         | 5,644,330                  | 6,040,178                     | (395,848)                                 | -7.0%                                    | USA Swimming Productions (-\$286K), Aqua Zone (-\$100K), Splash Magazine (+\$100K), BI & Digital Platforms (-\$66K), Partnership activation (-\$63K).   |
| Risk Management / Insurance                        | 4,347,150                  | 4,445,692                     | (98,542)                                  | -2.3%                                    |                                                                                                                                                         |
| Foundation Support                                 | 449,414                    | 457,385                       | (7,971)                                   | -1.8%                                    | ·                                                                                                                                                       |
| Total Other Programs                               | 10,440,894                 | 10,943,255                    | (502,361)                                 | -4.8%                                    |                                                                                                                                                         |
| A almaini a 4 m 4 i a m                            | , ,                        | , ,                           | , ,                                       |                                          |                                                                                                                                                         |
| Administration:                                    | 4 442 400                  | 1 500 016                     | (407.240)                                 | 7.60/                                    | Ohymnia Camas, Organizational Balations ( \$56K)                                                                                                        |
| Executive                                          | 1,413,498<br>831,207       | 1,520,816                     | (107,318)                                 | -7.6%<br>5.0%                            | Olympic Games, Organizational Relations (-\$56K).                                                                                                       |
| Finance<br>Business Affairs                        | •                          | 880,547                       | (49,340)                                  | -5.9%                                    | Professional services, G&A (-\$49K).                                                                                                                    |
| Total Administration                               | 3,014,310<br>5,259,015     | 3,001,276<br>5,402,640        | 13,034                                    | 0.4%<br>-2.7%                            | Professional services, G&A (+\$13K).                                                                                                                    |
| Total Administration                               | 5,259,015                  | 3,402,040                     | (143,625)                                 | -2.7 /0                                  |                                                                                                                                                         |
| Total Expenses                                     | 33,969,606                 | 35,579,607                    | (1,610,001)                               | -4.7%                                    |                                                                                                                                                         |
| Operating Surplus (Deficit)                        |                            |                               |                                           |                                          |                                                                                                                                                         |
| Before Investment G/(L)                            | <u>\$ (3,168,998)</u>      | \$ (3,486,281)                | \$ (317,284)                              |                                          |                                                                                                                                                         |
| Investment Gains (Losses)                          | 1,200,000                  | 2,500,000                     | 1,300,000                                 | 108.3%                                   | Per YTD actuals and remaining projection.                                                                                                               |
| Operating Surplus (Deficit) After Investment G/(L) | \$ (1,968,998)             | \$ (986,281)                  | \$ 982,716                                |                                          |                                                                                                                                                         |

## USA Swimming 2021 Budget vs. 2021 Projection Summary As of 11/29/2021

## **BOARD APPROVED RESERVE INVESTMENTS - Cash Basis**

|                                            | Approved<br>Budget | Current<br>Projection | •                  | Variance<br>avorable |                                                              |
|--------------------------------------------|--------------------|-----------------------|--------------------|----------------------|--------------------------------------------------------------|
|                                            | 2021               | 2021                  | (Unfavorable) (Unf |                      | Comment                                                      |
| Operating Reserves:                        |                    |                       |                    | ,                    |                                                              |
| Disaster Donations                         | \$ (25,000)        | \$ (25,000)           | \$ -               |                      |                                                              |
| Board Designated Funds:                    |                    |                       |                    |                      |                                                              |
| "Keeping Athletes First" (KAF) Initiative: |                    |                       |                    |                      |                                                              |
| Safe Sport                                 | (999,438)          | (366,490)             | 632,948            |                      | Based on latest KAF projections.                             |
| (Club Rec, Staff Res & Prog Dev)           |                    |                       |                    |                      |                                                              |
| Coach Education & LMS                      | (1,155,411)        | (462,893)             | 692,518            |                      |                                                              |
| Online Member Registration                 | (1,000,000)        | (1,491,527)           | (491,527)          |                      | <b>★</b>                                                     |
| Legal                                      | -                  | (75,000)              | (75,000)           |                      |                                                              |
| USSIC Sale Letter of Credit                | (1,100,000)        | (775,000)             | 325,000            |                      | Liability since the USSIC sale in 2016. First draws in 2020. |
| Total Board Approved Reserve               |                    |                       | _                  |                      |                                                              |
| Investments                                | \$ (4,279,849)     | \$ (3,195,910)        | \$ 1,083,939       |                      |                                                              |

## USA Swimming 2020 (+2021) Quad Business Plan Summary As of 11/29/2021

|                                                     |                     | AS OT 11/29/2021 |                |                |                    |                                    |
|-----------------------------------------------------|---------------------|------------------|----------------|----------------|--------------------|------------------------------------|
|                                                     | <br>Actual<br>2017  | Actual<br>2018   | Actual<br>2019 | Actual<br>2020 | Projection<br>2021 | 2020 (+2021)<br>Quad<br>Projection |
| REVENUE:                                            |                     |                  |                |                |                    |                                    |
| Membership                                          | \$<br>22,483,811 \$ | 22,778,145 \$    | 23,203,900 \$  | 21,958,981 \$  | 18,143,499         | \$<br>108,568,336                  |
| Partnership Marketing                               | 4,892,200           | 4,439,244        | 5,384,352      | 2,149,720      | 4,803,956          | 21,669,472                         |
| USOPC Partnership                                   | 5,134,700           | 5,294,900        | 5,305,500      | 4,090,811      | 5,591,091          | 25,417,002                         |
| Investment Income                                   | 1,001,643           | 1,070,021        | 1,804,747      | 730,683        | 10,500             | 4,617,594                          |
| Foundation                                          | 792,500             | 963,600          | 1,193,750      | 1,152,649      | 1,451,933          | 5,554,432                          |
| Sport and Events                                    | 1,069,626           | 851,153          | 1,425,523      | 427,091        | 301,500            | 4,074,893                          |
| Olympic Trials                                      | (91,372)            | (46,541)         | (93,672)       | (57,475)       | 1,241,500          | 952,440                            |
| Pandemic Relief                                     | -                   | -                | -              | 1,445,651      | 182,317            | 1,627,968                          |
| Other Income                                        | <br>331,745         | 749,322          | 505,716        | 451,113        | 367,030            | 2,404,926                          |
| Total Revenue                                       | 35,614,853          | 36,099,844       | 38,729,815     | 32,349,224     | 32,093,326         | 174,887,062                        |
| EXPENSES:                                           |                     |                  |                |                |                    |                                    |
| Technical/Sport:                                    |                     |                  |                |                |                    |                                    |
| National Team                                       | 8,541,826           | 9,692,513        | 11,348,949     | 5,507,013      | 10,295,162         | 45,385,463                         |
| Sport Development                                   | 5,306,748           | 5,450,767        | 5,881,615      | 4,654,761      | 5,135,471          | 26,429,360                         |
| Event Operations                                    | 7,625,558           | 6,585,153        | 6,370,668      | 2,277,680      | 3,803,080          | 26,662,138                         |
| Total Technical / Sport                             | 21,474,131          | 21,728,433       | 23,601,232     | 12,439,453     | 19,233,713         | 98,476,962                         |
| Other Programs:                                     |                     |                  |                |                |                    |                                    |
| Commercial                                          | 5,172,794           | 6,260,256        | 6,119,540      | 4,334,824      | 6,040,178          | 27,927,591                         |
| Risk Management / Insurance                         | 3,004,431           | 3,063,524        | 3,195,455      | 2,935,394      | 4,445,692          | 16,644,496                         |
| Foundation Support                                  | 525,371             | 996,997          | 449,414        | 392,446        | 457,385            | 2,821,613                          |
| Total Other Programs                                | 8,702,596           | 10,320,778       | 9,764,409      | 7,662,664      | 10,943,255         | 47,393,701                         |
| Administration:                                     |                     |                  |                |                |                    |                                    |
| Executive                                           | 4,013,797           | 1,530,149        | 1,600,769      | 1,211,838      | 1,520,816          | 9,877,369                          |
| Finance                                             | 1,364,162           | 871,532          | 1,157,804      | 852,272        | 880,547            | 5,126,317                          |
| Business Affairs                                    | 807,980             | 3,102,737        | 3,742,534      | 3,955,757      | 3,001,276          | 14,610,285                         |
| Total Administration                                | <br>6,185,939       | 5,504,417        | 6,501,107      | 6,019,867      | 5,402,640          | 29,613,971                         |
| Total Expenses                                      | <br>36,362,666      | 37,553,628       | 39,866,748     | 26,121,984     | 35,579,607         | 175,484,633                        |
| OPERATING SURPLUS (DEFICIT) Before Investment G/(L) | \$<br>(747,813) \$  | (1,453,784) \$   | (1,136,933) \$ | 6,227,240 \$   | (3,486,281)        | \$<br>(597,571)                    |
| Investment Gains (Losses)                           | <br>3,816,462       | (2,480,166)      | 4,015,437      | 2,989,783      | 2,500,000          | 10,841,516                         |
| OPERATING SURPLUS (DEFICIT) After Investment G/(L)  | \$<br>3,068,649 \$  | (3,933,950) \$   | 2,878,504 \$   | 9,217,023 \$   | (986,281)          | \$<br>10,243,945                   |

## USA Swimming 2020 (+2021) Quad Board Approved Reserve Investments Summary As of 11/29/2021

| BOARD APPROVED RESERVE INVESTMENTS - (      | Cash B | asis           |                |                |                |                    |                                               |
|---------------------------------------------|--------|----------------|----------------|----------------|----------------|--------------------|-----------------------------------------------|
|                                             |        | Actual<br>2017 | Actual<br>2018 | Actual<br>2019 | Actual<br>2020 | Projection<br>2021 | Revised<br>2020 (+2021)<br>Quad<br>Projection |
| Operating Reserves:                         |        |                |                |                |                |                    |                                               |
| Disaster Donations                          |        | \$             | (20,606) \$    | (5,000) \$     | - 5            | (25,000)           | \$<br>(50,606)                                |
| Special IT Projects (CRM)                   |        |                | (327,086)      | (502,229)      | (446,948)      |                    | (1,276,263)                                   |
| Cost of Flex                                |        |                |                | (722,216)      | (1,302,502)    |                    | (2,024,718)                                   |
| Athlete Leadership Summit                   |        |                | (266,618)      | (161,958)      |                |                    | (428,576)                                     |
| Board Designated Funds:                     |        |                |                |                |                |                    |                                               |
| "Keeping Athletes First" (KAF) Initiative:  |        |                |                |                |                |                    |                                               |
| Safe Sport (Club Rec, Staff Res & Prog Dev) |        |                |                |                | (562)          | (366,490)          |                                               |
| Coach Education & LMS                       |        |                |                |                | (267,749)      | (462,893)          | (730,642)                                     |
| Online Member Registration                  |        |                |                |                | (314,302)      | (1,491,527)        | (1,805,829)                                   |
| Safe Sport Expenses / Contingency           |        |                | (719,564)      | (30,000)       |                |                    | (749,564)                                     |
| Legal                                       |        |                |                | (966,983)      | (274,548)      | (75,000)           | (1,316,531)                                   |
| USSIC Sale Letter of Credit                 |        |                |                |                | (1,836,975)    | (775,000)          | (2,611,975)                                   |
| Other:                                      |        |                |                |                |                |                    |                                               |
| Foundation Endowment Donation               |        | (1,000,000)    |                |                |                |                    | (1,000,000)                                   |
| Total Board Approved Reserve Investments    | \$     | (1,000,000) \$ | (1,333,874) \$ | (2,388,386) \$ | (4,444,148)    | (3,195,910)        | \$<br>(12,361,756)                            |

#### **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

DA: November 29, 2021

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.

We certify that the information contained in this report and the current budget update (attached) for the remainder of this fiscal year are true as of November 29, 2021.

Signed York President & CEO

NOTE TO BOARD: This Monitoring Report is, per Board policy 4.4, to update the Board as to the latest projection as to our anticipated fiscal year-end status for 2021 as well as the 2022 budget/forecast.

BROADEST POLICY 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 cycle.

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 current year's budget, as approved by the Board of Directors in November of 2020, projected an operating deficit of (\$3,168,998). Based on financial activities through November 29, 2021 (the date of this monitoring report) and the organizational and global landscape given the current pandemic, our current projection is for a FYE operating deficit of (\$3,486,281), which trails the number approved by this body in November 2020 by (\$317,284). Based on current 2021 projections compared to the original 2021 budget approved in November 2020 as we round out the 2021 "five year quad," the year's projected operating deficit is greater than the approved budget thus resulting in a net "quad" deficit. That said, there are still multiple revenue and expense areas that, depending on final outcomes and impact, can reasonably result in a lower operating deficit than what was originally budgeted and thus would result in a breakeven or surplus quad (remaining 2021 said areas include, but are not limited to, Olympic Trials operating outcome, risk management expenditures, fourth quarter event expenditures, etc.).

Note to the "Board's Ends priorities" language in this Policy Provision, one financial planning tool utilized within the budget process includes mapping and analyzing organizational spends to Board Ends.

We therefore report **POTENTIAL NON-COMPLIANCE** on a current, interim basis, but note **COMPLIANCE** is currently obtainable depending on the year's final results in many areas. We note the ongoing concerted efforts by

the Strategy Team and Division Directors to strategically make operational decisions that can position us as well as possible throughout the 2021 "five-year guad and beyond."

POLICY 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, etc.

#### **REPORT:**

As referenced above, our updated forecast projects a deficit of (\$3,486,281). As we finish Q4, the budget forecast and cash flow projections support our expectations of being able to comply with all other provisions regarding liquidity, payments and collections. If liquidity, payments and collections become a continued headwind as we navigate through the pandemic, we will adjust operations (expenditures, programs, outputs, etc.) accordingly to ensure the acceptable sustainability of the organization.

We therefore report **COMPLIANCE**.

POLICY 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 2021 budget planning process was refined for presentation to the Board in November 2020. Business unit and department management rigorously reviewed and ensured the merit of planned expenditures. Projections of revenues were built on assumptions supported by historic 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 2020 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. Please note the 2021 budget was crafted, presented, and approved amidst the global pandemic, postponement of the Olympic Games and Olympic Trials, and many other events and programs. Given the global landscape and effects of the pandemic, there have been many substantial deviations from budget in both revenues and expenditures as summarized below. Please note all of the below have been previously communicated to the Board:

- Operating revenues projected more by an estimated \$1.293,000 or 4.2%.
  - Membership revenue projected more by an estimated \$3,315,000 due to the latest analysis and year-to-date actuals.
  - Olympic Trials net revenue projected less by an estimated (\$3,170,000) primarily due to reduced Trials joint venture operating projections most notably caused by reductions in venue capacity and increased expenditures related to Covid-19 mitigation/testing protocols.

- Partnership Marketing revenue projected more by an estimated \$735,000 based on latest signed or anticipated sponsorship contracts.
- Foundation revenue projected more by an estimated \$365,000 primarily due to increased donor support for the Olympic Team travel logistics and Community Impact grants.
- Pandemic Relief projected more by an estimated \$182,000 due to remaining PPP funding from 2020 that was forgiven in full in 2021.
- Operating expenses more than original budget by an estimated (\$1,610,000) or (4.7%).
  - National Team division projected more by an approximate (\$895,000) primarily due to the net adjusted Olympic Team travel logistics, net adjusted Olympic Team training camp(s) location, and Covid-19 mitigation/testing protocols.
  - Event Operations division projected more by an estimated (\$618,000) primarily due to the increased expenditures related to Covid-19 mitigation/testing protocols at events and more TV/Webcast execution than budgeted.
  - Sport Development division projected less by an approximate \$549,000 primarily due to less expenditure around the timing of Online Member Registration and nature of Zone Workshops.
  - Commercial division projected more by an approximate (\$395,000) primarily due to USA Swimming Productions work around Trials, AquaZone (AquaLounge) execution at Trials, and partnership activation.

We therefore report **COMPLIANCE**.

## POLICY 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:**

Our currently projected FYE revenue and expenses for 2021 are \$32,093,326 and (\$35,579,607), respectively, resulting in a net deficit of (\$3,486,281). As we continue through the last year of the current "five year quad" (2017-2021 due to the Olympic Games and Trials postponement), our 2021 Business Plan (attached) is reasonable at this time, but we are still actively working to continuously improve and monitor the 2021 "quad" operating results understanding there are still material uncertainties over the coming months and beyond.

To summarize forecasted operating results for the 2017-2021 "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                        | Revenues \$38,729,817     | Expenses \$39,866,750  | Net (\$1,136,933) |
| FY 2020                        | Revenues \$32,349,224     | Expenses \$26,121,984  | Net \$6,227,240   |
| FY 2021 (attached forecast)    | Revenues \$32,093,326     | Expenses \$35,579,607  | Net (\$3,486,281) |
|                                |                           |                        |                   |
| "Quad" Total - Current forecas | t: Revenues \$174,887,062 | Expenses \$175,484,633 | Net (\$597,571)   |

Based on current 2021 projections compared to the original 2021 budget approved in November 2020 as we round out the 2021 "five year quad," the year's projected operating deficit is greater than the approved budget thus resulting in a net "quad" deficit. That said, there are still multiple revenue and expense areas that, depending on final outcomes and impact, can reasonably result in a lower operating deficit than what was originally planned or budgeted (remaining 2021 said areas include, but are not limited to, Olympic Trials operating outcome, risk management expenditures, fourth quarter event expenditures, etc.).

We therefore report **POTENTIAL NON-COMPLIANCE** on a current, interim basis, but note **COMPLIANCE** is currently obtainable depending on the year's final results in many areas. We note the ongoing concerted efforts by the Strategy Team and Division Directors to strategically make operational decisions that can position us as well as possible throughout the 2021 "five-year quad and beyond."

POLICY 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 and has reported a \$16,696,005 reserve surplus above the required Operating Reserve of \$17,691,058 (six months projected operating expenses) at December 31, 2020.

The CFO calculated the Operating Reserve requirement again as of June 30, 2021 and September, 30 2021 and has reported \$7,684,857 and \$9,573,775 of excess reserves respectively above the required Operating Reserve of \$17,691,058 (six months projected operating expenses).

Note the December 31, 2020 calculation was at 194% of the targeted reserve level (or 11.66 months vs. the targeted 6 months) and the surplus is at 143% (or 8.61 months) and 154% (or 9.23 months) as of June 30, 2021 and September, 30 2019 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, projected operating results throughout the 2021 "quad" (and beyond), and the current reserve calculation, no changes or concern are noted at this point. Operating Reserve will be calculated again next quarter.

The corporation also has \$15,139,385 of Board Designated funds from the sale of USSIC in reserves as of September 30, 2021. Only \$5,000,000 of which is dedicated to a guarantee related to the sale.

We therefore report **COMPLIANCE**.

POLICY 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: (No change since previous report)

The annual operating budget is to ensure availability of funds to support Board functions.

This policy requires that I ensure that the annual budget incorporates funding for Board prerogatives related to its governance functions. Consistent with prior years, allocations for these functions will be addressed by the Board at its September meeting, and will subsequently appear, as approved, in the "Governance" subsection of the budget.

#### **REPORT:**

At its September 24, 2021 Board meeting, the Board approved, per its policy 2.10.3, its budget for Board prerogatives for FY 2022. These allocations are included in the attached 2022 budget forecast.

We therefore report **COMPLIANCE**.

### **Performance Monitoring Report**

TO: USA Swimming Board of Directors

FR: Tim Hinchey III, President & Chief Executive Officer

RE: Internal Report – Management Parameters

Annual Monitoring on Policy 3.7: Compensation and Benefits

DA: November 29, 2021

I hereby present the monitoring report on Management Parameters Policy 3.7 "Compensation and Benefits." I certify that the information contained in this report is true for the year as of November 24, 2021.

Signed Haffen , President & CEO

BROADEST 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 previous 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:** (No change since previous report)

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:**

After considerable financial constraints and reductions in force during 2020 as a result of the COVID-19 pandemic, USA Swimming was able to begin hiring new personnel for much needed positions, albeit at a conservative rate. USA Swimming has added six full time positions as of the end of November 2021, and it has begun posting for additional opportunities across the organization.

After making the difficult but prudent decision in 2020 to forego annual bonuses and raises due to its financial conservatism, USA Swimming was able to compensate employees as part of its 2021 salary and bonus review. USA Swimming's Compensation Committee reviewed salary bans, market trends, and individual performance evaluations in order to make determinations regarding 2021 bonuses and 2022 salary increases. USA Swimming provided 5% salary increases and bonuses at maximum rates for all employees that (1) received at least a 3 on a 5-point performance review scale and (2) were employed by USA Swimming throughout the entirety of 2021.

USA Swimming also assessed all salaries and bonus targets across the organization as part of its end-of-quad appraisal. Additional bonuses were provided for employees who traveled to Tokyo to support the 2021 Olympic Team, as well as for select employees specifically based on merit and performance. USA Swimming was also able to provide additional adjustments for purposes of retention, to reflect significant individual achievement. A similar review will be conducted at the end of the 2024 quad.

I therefore report **COMPLIANCE**.

### POLICY PROVISION 2: "The CEO will not change his or her own compensation."

**CEO'S INTERPRETATION:** (No change since previous report)

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 current salary was established by the Board at its November 23, 2019 meeting. Since that time, the Board has made subsequent determinations regarding my salary and bonus. There have been no other changes to my compensation.

I therefore 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:** (No change since previous report)

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. There were no material changes to this package in the past year. As per my employment contract, I do receive other benefits as CEO, but there have been no changes to those since I began employment here at USA Swimming.

I therefore report **COMPLIANCE**.

## POLICY PROVISION 4: "The CEO will not promise or imply anything other than "at-will" employment." CEO'S INTERPRETATION: (No change since previous report)

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:**

The CEO is the only employee at USA Swimming that has an employment contract, which was negotiated and approved by the Board of Directors.

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:** (No change since previous report)

I interpret this to mean that I am 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 therefore 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:** (No change since previous report)

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:**

From January 1, 2002 – December 31, 2020, our 401(k) program benefits were 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 of service, USA Swimming makes an additional 7% contribution (10% total), up to a maximum of \$29,000 (for 2021).

Effective January 1, 2021, the organization revised this employee benefit and instituted an employer "match" component. Under the revised structure:

- USA Swimming will match employee contributions up to 4% of base salary for all full-time employees after one year of employment (effective January 1 or July 1 of each year, depending on start date).
- After two years of service, USA Swimming makes an additional non-matching 6% contribution (up to the same 10% total available if the employee utilizes the full 4% match above, up to a maximum of the same \$29,000 (for 2021)).

These benefits are offered equally to all full-time employees.

I therefore report **COMPLIANCE**.

### **Performance Monitoring Report**

TO: USA Swimming Board of DirectorsFR: Tim Hinchey, Chief Executive OfficerRE: Internal Report – Management Parameters

Annual Monitoring on Policy 3.11: USA Swimming Foundation Management

DA: November 29, 2021

I hereby present the monitoring report on the Board's policy 3.11 "USA Swimming Foundation Management," in accordance with the monitoring schedule set forth in Board policy. The information contained in this report is true for the year ended November 24, 2021.

Signed Halfungh, President & CEO

POLICY PROVISION: The CEO will not operate without ensuring the fulfillment of mutual obligations outlined in the Memorandum of Understanding between the USA Swimming Foundation and USA Swimming.

#### **CEO's INTERPRETATION:**

As CEO of both USA Swimming and the USA Swimming Foundation, I am to ensure that both organizations fulfill their responsibilities to each other, as outlined in the MOU dated November 21, 2019.

#### **REPORT:**

The MOU was executed in November 2019 in order to implement a significant restructuring of the Foundation, key elements of which included: integrating its (formerly separate) staff into the USA Swimming Team; expanding its Board size from 7 to 12 in 2020 and from 12 to 15 in 2021 (and expecting up to 18 in 2022); and, converting the Foundation Board from its previous governance focus to a defined role as a fundraising board.

The Foundation has built upon the progress made in 2020 by focusing on the following key developments in 2021, all of which were made pursuant to and consistent with the MOU. Current 2021 projections include:

- Awarding a combined \$1.74 million to swim lesson providers (\$510K), USA Swimming clubs (\$100K), and the USA Swimming National Team (\$1.13M);
- Providing grants to 12 clubs, including clubs led by women or multicultural coaches, clubs partnering with Historically Black Colleges and Universities (HBCUs), and clubs creating programming within a community that has an existing pool but limited, or no, competitive programming through its Community Outreach Program;
- Conducting a second consecutive virtual Make-A-Splash tour, which continued in markets across the U.S. via print, digital, social media, and radio in light of the pandemic;
- Creating the Supporters Club, which now has 474 members—83% of whom had never given to the Foundation previously—with over \$28,000 in donations; and
- Expanding the age requirements for Adult Learn to Swim Grants in partnership with U.S. Masters Swimming.

Eric Skufca has, in his dual role as CFO of both USA Swimming and the Foundation, continued to manage the Foundation's funds and accounts as discrete from those of USA Swimming, and in accordance with the Foundation Board's Investment Policy Statement.

Further, the MOU requires the Foundation Board and CEO to commit to minimum funding levels that USA Swimming will incorporate into its budget planning. Currently prepared budgets for 2022 work to account for both the everchanging financial landscape given the continued COVID-19 pandemic while also assuming more programmatic possibilities as compared to planning the 2021 budget 12-15 months ago (e.g., more pools, clubs, and lesson providers open, more travel and events, more National Team needs, etc.). That said, and remaining

consistent with prior year budgeting, USA Swimming has only budgeted funds from the Foundation that are certain as part of existing and or contracted donor relationships. Additionally, budgeted distributions to USA Swimming (for National Team support) from the Foundation's internal funds continue to be budgeted consistent with our historical payout guidelines. Both entities have budgeted realistically conservative to start and always can adjust mid-year, as needed.

The Foundation's 2021 projected results will be presented to the USA Swimming Board at its December 2021 meeting. The Foundation's 2022 approved budget (to be approved by the Foundation Board at its December 2021 meeting) as well as the then latest 2021 financial projection will be presented to the USA Swimming Board at its early 2022 meeting.

I therefore report **COMPLIANCE**.

#### \*\* PUBLIC DISCLOSURE COPY \*\*

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Department of the Treasury ► Go to www.irs.gov/Form990 for instructions and the latest information. A For the 2020 calendar year, or tax year beginning and ending Check if applicable: C Name of organization D Employer identification number Address change USA SWIMMING, INC. Name change 20-4264282 Doing business as Initial return Number and street (or P.O. box if mail is not delivered to street address) Room/suite E Telephone number Final return/ termin-ated 7198664578 1 OLYMPIC PLAZA 83,889,529. City or town, state or province, country, and ZIP or foreign postal code **G** Gross receipts \$ Amended return COLORADO SPRINGS, CO 80909 H(a) Is this a group return Applica-tion pending F Name and address of principal officer: TIMOTHY HINCHEY for subordinates? Yes X No SAME AS C ABOVE **H(b)** Are all subordinates included? Yes Tax-exempt status: X 501(c)(3) 501(c) ( 527 ) ◀ (insert no.) 4947(a)(1) or If "No," attach a list. See instructions J Website: ► WWW.USASWIMMING.ORG **H(c)** Group exemption number ▶ 5367 K Form of organization: X Corporation Other > L Year of formation: 2005 M State of legal domicile: CO Trust Association Part I Summary Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O **Activities & Governance** if the organization discontinued its operations or disposed of more than 25% of its net assets. 3 Number of voting members of the governing body (Part VI, line 1a) Number of independent voting members of the governing body (Part VI, line 1b) 4 Total number of individuals employed in calendar year 2020 (Part V, line 2a) 5 1000 Total number of volunteers (estimate if necessary) 6 440,560. 7 a Total unrelated business revenue from Part VIII, column (C), line 12 **b** Net unrelated business taxable income from Form 990-T, Part I, line 11 0. 7h **Current Year Prior Year** 8,099,022. 6,891,181. Contributions and grants (Part VIII, line 1h) 8 27,928,544. 23,145,561. Program service revenue (Part VIII, line 2g) 2,953,086. 3,513,294. Investment income (Part VIII, column (A), lines 3, 4, and 7d) 10 87,227. 16,457. Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 11 39,067,879. 33,566,493**.** Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) ...... 12 4,648,857. 3,287,645. Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0. 14 Benefits paid to or for members (Part IX, column (A), line 4) 12,084,005.  $\overline{11,193,207}$ Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 15 Expenses 16a Professional fundraising fees (Part IX, column (A), line 11e) **b** Total fundraising expenses (Part IX, column (D), line 25) 24,936,318. 14,448,061. Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 28,928,913. 41,669,180. Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) -2,601,301.4,637,580. Revenue less expenses. Subtract line 18 from line 12 Beginning of Current Year End of Year 51,426,674. 53,433,219 Total assets (Part X, line 16) 16,711,447 19,894,983. 21 Total liabilities (Part X, line 26) 31,531,691. 36,721, 22 Net assets or fund balances. Subtract line 21 from line 20 ..... Part II Signature Block Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

| Sign       | Signature of officer                                                       | Date                        |
|------------|----------------------------------------------------------------------------|-----------------------------|
| Here       | ERIC SKUFCA, CFO                                                           |                             |
|            | Type or print name and title                                               |                             |
|            | Print/Type preparer's name Preparer's signature Cuto + Chustan Chapte C PA | Check PTIN                  |
| Paid       | RITA F. CHRISTENSEN RITA F. CHRISTENSEN 11/09                              | /21 self-employed P00290681 |
| Preparer   | Firm's name WAUGH & GOODWIN, LLP                                           | Firm's EIN ▶ 20-1766527     |
| Use Only   | Firm's address 1365 GARDEN OF THE GODS, STE 150                            | ,                           |
|            |                                                                            | Phone no. (719) 590-9777    |
| May the IF | RS discuss this return with the preparer shown above? See instructions     | X Yes No                    |

4d Other program services (Describe on Schedule O.)

Total program service expenses

6,143,147 • including grants of \$

19,659,563.

ADDITIONALLY, IN OUR CONTINUED EFFORT TO STREAMLINE ORGANIZATIONAL

21,177,764.)

9,454.) (Revenue \$

SEE SCHEDULE O FOR CONTINUATION(S)

Form 990 (2020) USA SWIMMING, INC.
Part IV Checklist of Required Schedules

|     |                                                                                                                                   |     | Yes | No |
|-----|-----------------------------------------------------------------------------------------------------------------------------------|-----|-----|----|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?                               |     |     |    |
|     | If "Yes," complete Schedule A                                                                                                     | 1   | X   |    |
| 2   | Is the organization required to complete Schedule B, Schedule of Contributors?                                                    | 2   | Х   |    |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for   |     |     |    |
|     | public office? If "Yes," complete Schedule C, Part I                                                                              | 3   |     | X  |
| 4   | Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect  |     |     |    |
|     | during the tax year? If "Yes," complete Schedule C, Part II                                                                       | 4   |     | X  |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or      |     |     |    |
|     | similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III                                    | 5   |     | X  |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to         |     |     |    |
|     | provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I      | 6   |     | X  |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space,                         |     |     |    |
|     | the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II                              | 7   |     | X  |
| 8   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete      |     |     |    |
|     | Schedule D, Part III                                                                                                              | 8   |     | X  |
| 9   | Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for     |     |     |    |
|     | amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services?         |     |     |    |
|     | If "Yes," complete Schedule D, Part IV                                                                                            | 9   |     | X  |
| 10  | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments                      |     |     |    |
|     | or in quasi endowments? If "Yes," complete Schedule D, Part V                                                                     | 10  |     | X  |
| 11  | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VIII, VIII, IX, or X |     |     |    |
|     | as applicable.                                                                                                                    |     |     |    |
| а   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D,       |     |     |    |
|     | Part VI                                                                                                                           | 11a | X   |    |
| b   | Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total      |     |     |    |
|     | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII                                                       | 11b |     | X  |
| С   | Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total       |     |     |    |
|     | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII                                                      | 11c |     | X  |
| d   | Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in     |     |     |    |
|     | Part X, line 16? If "Yes," complete Schedule D, Part IX                                                                           | 11d |     | X  |
| е   | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X             | 11e | X   |    |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses           |     |     |    |
|     | the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X            | 11f | X   |    |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete               |     |     |    |
|     | Schedule D, Parts XI and XII                                                                                                      | 12a |     | X  |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year?                         |     |     |    |
|     | If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional             | 12b | X   |    |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E                                 | 13  |     | X  |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States?                                       | 14a |     | X  |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business,           |     |     |    |
|     | investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000        |     |     |    |
|     | or more? If "Yes," complete Schedule F, Parts I and IV                                                                            | 14b | Х   |    |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any         |     |     | l  |
|     | foreign organization? If "Yes," complete Schedule F, Parts II and IV                                                              | 15  |     | X  |
| 16  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to          |     |     | l  |
|     | or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV                                                       | 16  |     | X  |
| 17  | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX,           |     |     |    |
|     | column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I                                                                | 17  |     | X  |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines      |     |     |    |
|     | 1c and 8a? If "Yes," complete Schedule G, Part II                                                                                 | 18  | Х   |    |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"            |     |     |    |
|     | complete Schedule G, Part III                                                                                                     | 19  |     | X  |
| 20a | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H                                       | 20a |     | X  |
| b   | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?                      | 20b |     |    |
| 21  | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or                       |     |     |    |
|     | domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II                                 | 21  | X   | L_ |

|      |                                                                                                                                |         | Yes | No       |
|------|--------------------------------------------------------------------------------------------------------------------------------|---------|-----|----------|
| 22   | Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on                  |         |     |          |
|      | Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III                                                    | 22      | Х   |          |
| 23   | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current     |         |     |          |
|      | and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete                 |         |     |          |
|      | Schedule J                                                                                                                     | 23      | X   |          |
| 24a  | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the        |         |     |          |
|      | last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete             |         |     |          |
|      | Schedule K. If "No," go to line 25a                                                                                            | 24a     |     | Х        |
| b    | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?                              | 24b     |     |          |
|      | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease           |         |     |          |
|      | any tax-exempt bonds?                                                                                                          | 24c     |     |          |
| d    | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?                        | 24d     |     |          |
|      | Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit                   |         |     |          |
|      | transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I                                  | 25a     |     | X        |
| b    | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and     |         |     |          |
|      | that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes." complete          |         |     |          |
|      | Schedule L. Part I                                                                                                             | 25b     |     | x        |
| 26   | Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current                |         |     |          |
|      | or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35%                        |         |     | 1        |
|      | controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II                             | 26      |     | x        |
| 27   | Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee,    |         |     |          |
|      | creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled    |         |     |          |
|      | entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III       | 27      |     | x        |
| 28   | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV              |         |     |          |
|      | instructions, for applicable filing thresholds, conditions, and exceptions):                                                   |         |     |          |
| а    | A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If</i>        |         |     |          |
| _    | "Yes," complete Schedule L, Part IV                                                                                            | 28a     |     | x        |
| b    | A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV                                | 28b     |     | х        |
|      | A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If                      |         |     |          |
|      | "Yes," complete Schedule L, Part IV                                                                                            | 28c     |     | X        |
| 29   | Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M                       | 29      | Х   |          |
| 30   | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation    |         |     |          |
|      | contributions? If "Yes," complete Schedule M                                                                                   | 30      |     | х        |
| 31   | Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I             | 31      |     | Х        |
| 32   | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If</i> "Yes," <i>complete</i> |         |     |          |
|      | Schedule N, Part II                                                                                                            | 32      |     | X        |
| 33   | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations                     |         |     |          |
|      | sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I                                                      | 33      |     | Х        |
| 34   | Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and      |         |     |          |
|      | Part V, line 1                                                                                                                 | 34      | Х   | 1        |
| 35 a | Did the organization have a controlled entity within the meaning of section 512(b)(13)?                                        | 35a     | Х   |          |
|      | If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity      |         |     |          |
|      | within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2                                        | 35b     | Х   |          |
| 36   | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization?     |         |     |          |
|      | If "Yes," complete Schedule R, Part V, line 2                                                                                  | 36      |     | Х        |
| 37   | Did the organization conduct more than 5% of its activities through an entity that is not a related organization               |         |     |          |
|      | and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI                   | 37      |     | Х        |
| 38   | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?                 |         |     |          |
|      | Note: All Form 990 filers are required to complete Schedule O                                                                  | 38      | Х   | <u> </u> |
| Pa   | rt V Statements Regarding Other IRS Filings and Tax Compliance                                                                 |         |     |          |
|      | Check if Schedule O contains a response or note to any line in this Part V                                                     | <u></u> |     |          |
|      |                                                                                                                                |         | Yes | No       |
| 1a   | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable 1a 350                                            |         |     |          |
|      | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable 1b 0                                           |         |     |          |
|      | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming             |         |     |          |
|      | (gambling) winnings to prize winners?                                                                                          | 1c      | X   |          |

USA SWIMMING, INC 20-4264282 Page 5 Form 990 (2020) Statements Regarding Other IRS Filings and Tax Compliance (continued) Part V Y<u>es</u> No 2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, 110 Х b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? 2b Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) Х 3a Did the organization have unrelated business gross income of \$1,000 or more during the year? За Х **b** If "Yes," has it filed a Form 990-T for this year? *If* "No" to line 3b, provide an explanation on Schedule O 3b 4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? X 4a **b** If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). **5a** Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? 5b c If "Yes" to line 5a or 5b, did the organization file Form 8886-T? Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? X b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? 6b 7 Organizations that may receive deductible contributions under section 170(c). Х Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? 7a Х If "Yes," did the organization notify the donor of the value of the goods or services provided? 7b Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? 7с Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7f

| b   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities          | 106   |   |     |  |
|-----|------------------------------------------------------------------------------------------------------|-------|---|-----|--|
| 11  | Section 501(c)(12) organizations. Enter:                                                             |       |   |     |  |
| а   | Gross income from members or shareholders                                                            | 11a   |   |     |  |
| b   | Gross income from other sources (Do not net amounts due or paid to other sources against             |       |   |     |  |
|     | amounts due or received from them.)                                                                  | 11b   |   |     |  |
| 12a | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form | 10413 | ? | 12a |  |
| b   | If "Yes," enter the amount of tax-exempt interest received or accrued during the year                | 12b   |   |     |  |
| 13  | Section 501(c)(29) qualified nonprofit health insurance issuers.                                     |       |   |     |  |
| а   | Is the organization licensed to issue qualified health plans in more than one state?                 |       |   | 13a |  |
|     | Note: See the instructions for additional information the organization must report on Schedule O.    |       |   |     |  |
| b   | Enter the amount of reserves the organization is required to maintain by the states in which the     |       |   |     |  |
|     | organization is licensed to issue qualified health plans                                             | 13b   |   |     |  |
|     |                                                                                                      |       |   |     |  |

If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?

If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?

Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?

Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the

Initiation fees and capital contributions included on Part VIII, line 12

Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or

Is the organization an educational institution subject to the section 4968 excise tax on net investment income?

**b** If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O

excess parachute payment(s) during the year?

Did the organization receive any payments for indoor tanning services during the tax year?

sponsoring organization have excess business holdings at any time during the year?

Did the sponsoring organization make any taxable distributions under section 4966?

Sponsoring organizations maintaining donor advised funds.

If "Yes," see instructions and file Form 4720, Schedule N.

If "Yes," complete Form 4720, Schedule O.

Section 501(c)(7) organizations. Enter:

X

X

X

7g

7h

8

9a

9b

14a

14b

16

10

Form 990 (2020) USA SWIMMING, INC.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below, and for a "No" response to lines 2 through 7b below 8b be

|     | to line oa, ob, or rob below, describe the circumstances, processes, or changes on schedule of see instructions.                                   |         |        |     |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------|-----|
|     | Check if Schedule O contains a response or note to any line in this Part VI                                                                        |         |        | X   |
| Sec | tion A. Governing Body and Management                                                                                                              |         | 1      |     |
|     |                                                                                                                                                    |         | Yes    | No  |
| 1a  | Enter the number of voting members of the governing body at the end of the tax year                                                                |         |        |     |
|     | If there are material differences in voting rights among members of the governing body, or if the governing                                        |         |        |     |
|     | body delegated broad authority to an executive committee or similar committee, explain on Schedule O.                                              |         |        |     |
| b   | Enter the number of voting members included on line 1a, above, who are independent 1b 15                                                           |         |        |     |
| 2   | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other                           |         |        |     |
|     | officer, director, trustee, or key employee?                                                                                                       | 2       | X      |     |
| 3   | Did the organization delegate control over management duties customarily performed by or under the direct supervision                              |         |        |     |
|     | of officers, directors, trustees, or key employees to a management company or other person?                                                        | 3_      |        | X   |
| 4   | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?                                   | 4       |        | X   |
| 5   | Did the organization become aware during the year of a significant diversion of the organization's assets?                                         | 5       |        | X   |
| 6   | Did the organization have members or stockholders?                                                                                                 | 6       | Х      |     |
| 7a  | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or                                     |         |        |     |
|     | more members of the governing body?                                                                                                                | 7a      | Х      |     |
| b   | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or                                 |         |        |     |
|     | persons other than the governing body?                                                                                                             | 7b      | X      |     |
| 8   | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:                  |         |        |     |
| а   | The governing body?                                                                                                                                | 8a      | X      |     |
| b   | Each committee with authority to act on behalf of the governing body?                                                                              | 8b      | X      |     |
| 9   | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the                               |         |        |     |
|     | organization's mailing address? If "Yes," provide the names and addresses on Schedule O                                                            | 9       |        | Х   |
| Sec | tion B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)                                   |         |        |     |
|     |                                                                                                                                                    |         | Yes    | No  |
| 10a | Did the organization have local chapters, branches, or affiliates?                                                                                 | 10a     | Х      |     |
| b   | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates,                         |         |        |     |
|     | and branches to ensure their operations are consistent with the organization's exempt purposes?                                                    | 10b     | X      |     |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?                        | 11a     | Х      |     |
| b   | Describe in Schedule O the process, if any, used by the organization to review this Form 990.                                                      |         |        |     |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13                                                            | 12a     | Х      |     |
| b   | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?                | 12b     | X      |     |
| С   | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe                                 |         |        |     |
|     | in Schedule O how this was done                                                                                                                    | 12c     | X      |     |
| 13  | Did the organization have a written whistleblower policy?                                                                                          | 13      | X      |     |
| 14  | Did the organization have a written document retention and destruction policy?                                                                     | 14      | Х      |     |
| 15  | Did the process for determining compensation of the following persons include a review and approval by independent                                 |         |        |     |
|     | persons, comparability data, and contemporaneous substantiation of the deliberation and decision?                                                  |         |        |     |
| а   | The organization's CEO, Executive Director, or top management official                                                                             | 15a     | X      |     |
| b   | Other officers or key employees of the organization                                                                                                | 15b     | X      |     |
|     | If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).                                                                |         |        |     |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a                              |         | 77     |     |
|     | taxable entity during the year?                                                                                                                    | 16a     | X      |     |
| b   | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation                       |         |        |     |
|     | in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's                                     |         |        | 37  |
| 800 | exempt status with respect to such arrangements?                                                                                                   | 16b     |        | X   |
|     | tion C. Disclosure                                                                                                                                 |         |        |     |
| 17  | List the states with which a copy of this Form 990 is required to be filed SEE SCHEDULE O                                                          |         |        |     |
| 18  | Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3))                   | s only) | availa | ble |
|     | for public inspection. Indicate how you made these available. Check all that apply.                                                                |         |        |     |
|     | X Own website Another's website X Upon request Other (explain on Schedule O)                                                                       |         |        |     |
| 19  | Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and                    | tinan   | cial   |     |
| 00  | statements available to the public during the tax year.                                                                                            |         |        |     |
| 20  | State the name, address, and telephone number of the person who possesses the organization's books and records   THE OPCANIZATION - (719) 866-4578 |         |        |     |
|     | THE ORGANIZATION - (719) 866-4578  1 OLYMPIC PLAZA, COLORADO SPRINGS, CO 80909                                                                     |         |        |     |
|     | I OLIMIIC FUNAN, COUONNUO BENINGB, CO 00303                                                                                                        |         |        |     |

## Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

#### X

#### Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.
- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

| Check this box if neither the organization no | or any related    | orga                                                            | niza                  | tion    | con          | npen                         | sate   | ed any current officer, di      | rector, or trustee. |                          |
|-----------------------------------------------|-------------------|-----------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|---------------------------------|---------------------|--------------------------|
| (A)                                           | (B)               |                                                                 |                       | (0      | C)           |                              |        | (D)                             | (E)                 | (F)                      |
| Name and title                                | Average           | (do                                                             |                       | Posi    |              |                              | nne    | Reportable                      | Reportable          | Estimated                |
|                                               | hours per         | (do not check more box, unless person is officer and a director |                       |         |              | s both                       | an     | compensation                    | compensation        | amount of                |
|                                               | week              |                                                                 | cer an                | a a a   | recto        | r/trus                       | iee)   | from                            | from related        | other                    |
|                                               | (list any         | irecto                                                          |                       |         |              |                              |        | the                             | organizations       | compensation             |
|                                               | hours for related | e or d                                                          | tee                   |         |              | sated                        |        | organization<br>(W-2/1099-MISC) | (W-2/1099-MISC)     | from the<br>organization |
|                                               | organizations     | ruste                                                           | ıl trus               |         | ee/          | m pen                        |        | (***-2/1099-141130)             |                     | and related              |
|                                               | below             | Individual trustee or director                                  | Institutional trustee | Ji.     | Key employee | st co                        | er     |                                 |                     | organizations            |
|                                               | line)             | Indivi                                                          | Instit                | Officer | Key e        | Highest compensated employee | Former |                                 |                     |                          |
| (1) TIMOTHY HINCHEY                           | 40.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| PRESIDENT AND CEO                             |                   |                                                                 |                       | Х       |              |                              |        | 642,707.                        | 0.                  | 63,490.                  |
| (2) MICHAEL UNGER                             | 40.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| VICE PRESIDENT AND COO                        |                   |                                                                 |                       | Х       |              |                              |        | 428,528.                        | 0.                  | 62,540.                  |
| (3) KATIE MCROBERTS                           | 40.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| CHIEF ADMINISTRATIVE OFFICER/GENERAL          |                   |                                                                 |                       | Х       |              |                              |        | 291,914.                        | 0.                  | 40,341.                  |
| (4) LINDSAY MINTENKO                          | 40.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| MANAGING DIRECTOR, NATIONAL TEAM              |                   |                                                                 |                       |         |              | X                            |        | 224,649.                        | 0.                  | 47,932.                  |
| (5) SHANA FERGUSON                            | 40.00             | -                                                               |                       |         |              |                              |        |                                 |                     |                          |
| cco                                           |                   |                                                                 |                       | Х       |              |                              |        | 240,463.                        | 0.                  | 26,112.                  |
| (6) JOEL SHINOFIELD                           | 40.00             | 1                                                               |                       |         |              |                              |        |                                 |                     |                          |
| MANAGING DIRECTOR, SPORT DEVELOPMENT          |                   |                                                                 |                       |         |              | X                            |        | 210,091.                        | 0.                  | 39,919.                  |
| (7) ERIC SKUFCA                               | 40.00             |                                                                 |                       |         |              |                              |        |                                 | _                   |                          |
| CFO                                           |                   |                                                                 |                       | Х       |              |                              |        | 209,416.                        | 0.                  | 38,301.                  |
| (8) ISABELLE MCLEMORE                         | 40.00             |                                                                 |                       |         |              |                              |        |                                 | _                   |                          |
| MANAGING DIRECTOR, COMMUNICATIONS             |                   |                                                                 |                       |         |              | X                            |        | 181,156.                        | 0.                  | 47,290.                  |
| (9) TOM AVISCHIOUS                            | 40.00             |                                                                 |                       |         |              |                              |        |                                 | _                   |                          |
| SENIOR DIRECTOR, TEAM SERVICES                |                   |                                                                 |                       |         |              | X                            |        | 177,639.                        | 0.                  | 38,540.                  |
| (10) MATTHEW LUPTON                           | 40.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| SENIOR DIRECTOR, CREATIVE                     |                   |                                                                 |                       |         |              | X                            |        | 135,740.                        | 0.                  | 46,367.                  |
| (11) ROBERT VINCENT                           | 32.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| CHAIR OF BOARD                                |                   | Х                                                               |                       | Х       |              |                              |        | 0.                              | 0.                  | 0.                       |
| (12) JIM SHEEHAN                              | 8.00              |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| IMMEDIATE PAST CHAIR                          |                   | Х                                                               |                       |         |              |                              |        | 0.                              | 0.                  | 0.                       |
| (13) TOM UGAST                                | 16.00             |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| VICE CHAIR FISCAL OVERSIGHT THRU 9/3          |                   | Х                                                               |                       | Х       |              |                              |        | 0.                              | 0.                  | 0.                       |
| (14) CHRIS BREARTON                           | 8.00              |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| CHAIR ELECT                                   |                   | Х                                                               |                       |         |              |                              |        | 0.                              | 0.                  | 0.                       |
| (15) NATALIE COUGHLIN-HALL                    | 8.00              |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| ATHLETE REPRESENTATIVE                        |                   | Х                                                               |                       |         |              |                              |        | 0.                              | 0.                  | 0.                       |
| (16) MAYA DIRADO ANDREWS                      | 8.00              |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| ATHLETE REPRESENTATIVE                        | 4.00              | Х                                                               |                       |         |              |                              |        | 0.                              | 0.                  | 0.                       |
| (17) DR. CECIL GORDON                         | 8.00              |                                                                 |                       |         |              |                              |        |                                 |                     |                          |
| EASTERN ZONE DIRECTOR                         | 4.00              | X                                                               |                       |         |              |                              |        | 0.                              | 0.                  | 0.                       |

| Dort VIII                                                                                                       |                   |                                         |                 |         |              |                              |              |                                          |                                  |         | -               | <u> </u> |
|-----------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------|-----------------|---------|--------------|------------------------------|--------------|------------------------------------------|----------------------------------|---------|-----------------|----------|
| Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued) |                   |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| (A)                                                                                                             | (B)               | (C)                                     |                 |         |              |                              | (D)          | (E)                                      | <b>(F)</b><br>Estimated          |         |                 |          |
| Name and title                                                                                                  | Average           | Position<br>(do not check more than one |                 |         | າ<br>than ເ  | one                          | Reportable   | Reportable                               | Es                               | stimate | ed              |          |
|                                                                                                                 | hours per         | box                                     | , unles         | ss pe   | rson i       | is both<br>or/trus           | n an         | compensation                             | compensation                     | ar      | nount           |          |
|                                                                                                                 | week<br>(list any |                                         |                 |         | I            | T                            | 100)         | from                                     | from related                     |         | other           |          |
|                                                                                                                 | hours for         | direct                                  |                 |         |              | _                            |              | the<br>organization                      | organizations<br>(W-2/1099-MISC) | ı       | pensa<br>rom th |          |
|                                                                                                                 | related           | e or (                                  | stee            |         |              | ısatec                       |              | (W-2/1099-MISC)                          | (** 27 1033 141100)              | l       | janizat         |          |
|                                                                                                                 | organizations     | Individual trustee or director          | al tru:         |         | yee          | Highest compensated employee |              | (** =/ ********************************* |                                  | ı ~     | d relat         |          |
|                                                                                                                 | below             | idual                                   | Institutional t | la la   | sey employee | est co                       | Je.          |                                          |                                  | orga    | anizati         | ions     |
|                                                                                                                 | line)             | Indiv                                   | Instii          | Officer | Key 6        | High                         | Former       |                                          |                                  |         |                 |          |
| (18) JEANETTE SKOW                                                                                              | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| WESTERN ZONE DIRECTOR                                                                                           |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (19) JAY THOMAS                                                                                                 | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| SOUTHERN ZONE DIRECTOR                                                                                          |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (20) BILL SCHALZ                                                                                                | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| CENTRAL ZONE DIRECTOR                                                                                           |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (21) KENNETH CHUNG                                                                                              | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| SOUTHERN ZONE DIRECTOR                                                                                          |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (22) KATHLEEN PRINDLE                                                                                           | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| SOUTHERN ZONE DIRECTOR                                                                                          |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (23) JENNIFER GIBSON                                                                                            | 8.00              |                                         |                 |         |              |                              |              |                                          | _                                |         |                 |          |
| SOUTHERN ZONE DIRECTOR                                                                                          |                   | Х                                       |                 |         |              | _                            |              | 0.                                       | 0.                               |         |                 | 0.       |
| (24) DAVIS TARWATER                                                                                             | 16.00             |                                         |                 |         |              |                              |              |                                          | _                                |         |                 |          |
| ATHLETE REP/VC THROUGH 9/30/20                                                                                  |                   | Х                                       |                 | Х       |              | _                            |              | 0.                                       | 0.                               |         |                 | 0.       |
| (25) BRUCE GEMMELL                                                                                              | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| NATIONAL TEAM STEERING COM                                                                                      |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| (26) KATHY FISH                                                                                                 | 8.00              |                                         |                 |         |              |                              |              |                                          |                                  |         |                 |          |
| CENTRAL ZONE DIRECTOR                                                                                           |                   | Х                                       |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| 1b Subtotal                                                                                                     |                   |                                         |                 |         |              |                              | ightharpoons | 2,742,303.                               | 0.                               | 45      | 0,8             | 32.      |
| c Total from continuation sheets to Part V                                                                      | II, Section A     |                                         |                 |         |              |                              |              | 0.                                       | 0.                               |         |                 | 0.       |
| d Total (add lines 1b and 1c)                                                                                   |                   |                                         |                 |         |              |                              | <u> </u>     | 2,742,303.                               | 0.                               | 45      | 0,8             | 32.      |
| 2 Total number of individuals (including but                                                                    | not limited to th | ose                                     | liste           | d at    | oove         | ) wh                         | o re         | eceived more than \$100,                 | 000 of reportable                |         |                 |          |
| compensation from the organization                                                                              |                   |                                         |                 |         |              |                              |              |                                          |                                  |         |                 | 25       |
|                                                                                                                 |                   |                                         |                 |         |              |                              |              |                                          |                                  |         | Yes             | No       |
| 3 Did the organization list any former office                                                                   |                   |                                         | •               |         | •            |                              | _            | •                                        | •                                |         |                 |          |
| line 1a? If "Yes," complete Schedule J for                                                                      |                   |                                         |                 |         |              |                              |              |                                          |                                  | 3       |                 | X        |
| 4 For any individual listed on line 1a, is the s                                                                | um of reportabl   | e co                                    | mpe             | ensa    | tion         | and                          | oth          | ner compensation from t                  | ne organization                  |         |                 |          |
| and related organizations greater than \$15                                                                     | 0.000? If "Yes    | " co                                    | mnle            | ote 9   | Sche         | dule                         | . <i>I f</i> | or such individual                       |                                  | 4       | X               | 1        |

If "Yes," complete Schedule J for such individual ...... Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services Х rendered to the organization? If "Yes." complete Schedule J for such person

#### **Section B. Independent Contractors**

Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A) Name and business address                                                        | (B) Description of services | <b>(C)</b><br>Compensation |
|--------------------------------------------------------------------------------------|-----------------------------|----------------------------|
| CATALYTE INC, 502 S SHARP ST, STE 2200,                                              |                             |                            |
| BALTIMORE, MD 21201                                                                  | IT SERVICES                 | 635,793.                   |
| SPORT GRAPHICS PRINTING, 3423 PARK DAVIS                                             |                             |                            |
| CIRCLE, INDIANAPOLIS, IN 46235                                                       | PRINTING                    | 431,875.                   |
| ECLIPSE PRODUCTIONS, INC.                                                            |                             |                            |
| 605 MANNS HARBOR DR, APOLLO BEACH, FL 33572                                          | EVENT PRODUCTION            | 387,801.                   |
| DODD TECHNOLOGIES, 720 WEST PIONEER TRACE,                                           |                             |                            |
| STE 200, PENDLETON, IN 46064                                                         | EVENT PRODUCTION            | 355,111.                   |
| BRYAN CAVE LEIGHTON PAISNER LLP, 211 NORTH                                           |                             |                            |
| BROADWAY, STE 3600, ST LOUIS, MO 63102                                               | LEGAL                       | 355,061.                   |
| 2 Total number of independent contractors (including but not limited to those listed |                             |                            |
| \$100,000 of compensation from the organization > 20                                 |                             |                            |

| Form 990 USA SWIMN                           | IING, IN                                                                            | IC.              |                       |           |              |                              |        |                                                                   | 20-426                                                                 | 4282                                                                              |
|----------------------------------------------|-------------------------------------------------------------------------------------|------------------|-----------------------|-----------|--------------|------------------------------|--------|-------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| Part VII Section A. Officers, Directors, Tru | stees, Key En                                                                       | nplo             | yee                   | s, aı     | nd H         | lighe                        | est (  | Compensated Employ                                                | ees (continued)                                                        |                                                                                   |
| (A)<br>Name and title                        | (B)<br>Average<br>hours                                                             |                  |                       | (O<br>Pos | C)<br>ition  |                              |        | (D) Reportable compensation from the organization (W-2/1099-MISC) | (E) Reportable compensation from related organizations (W-2/1099-MISC) | <b>(F)</b> Estimated amount of                                                    |
|                                              | per<br>week<br>(list any<br>hours for<br>related<br>organizations<br>below<br>line) | stee or director | Institutional trustee | Officer   | Key employee | Highest compensated employee | Former |                                                                   |                                                                        | other<br>compensation<br>from the<br>organization<br>and related<br>organizations |
| (27) KATE MEILI                              | 8.00                                                                                | .,               |                       |           |              |                              |        |                                                                   |                                                                        | 0                                                                                 |
| ATHLETE REPRESENTATIVE                       |                                                                                     | Х                |                       |           |              |                              |        | 0.                                                                | 0.                                                                     | 0.                                                                                |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     | •                |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
|                                              |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |
| Total to Part VII, Section A, line 1c        |                                                                                     |                  |                       |           |              |                              |        |                                                                   |                                                                        |                                                                                   |

20-4264282

Form 990 (2020) USA SWIMMING, INC.
Part VIII Statement of Revenue

|                                                        |      | Check if Schedule O cor                                                                   | ntains a resnonse (   | or note to any line | ≘ in this Part VIII                   |                   |                  |                                      |
|--------------------------------------------------------|------|-------------------------------------------------------------------------------------------|-----------------------|---------------------|---------------------------------------|-------------------|------------------|--------------------------------------|
|                                                        |      | Check ii Geriedale & col                                                                  | ntains a response t   | I Hote to arry line | (A)                                   | (B)               | (C)              | (D)                                  |
|                                                        |      |                                                                                           |                       |                     | Total revenue                         | Related or exempt | Unrelated        | Revenue excluded                     |
|                                                        |      |                                                                                           |                       |                     |                                       | function revenue  | business revenue | from tax under<br>sections 512 - 514 |
| <b>(0, (0)</b>                                         | 1.0  | Endorated compaigns                                                                       | 10                    |                     |                                       |                   |                  | 0001101101012                        |
| ants<br>Ints                                           |      | Federated campaigns                                                                       |                       |                     |                                       |                   |                  |                                      |
| Sign of                                                |      | Membership dues                                                                           |                       | 167 005             |                                       |                   |                  |                                      |
| ts,<br>An                                              |      | Fundraising events                                                                        |                       | 167,005.            |                                       |                   |                  |                                      |
| ig ig                                                  |      |                                                                                           | 1d                    | 882,649.            |                                       |                   |                  |                                      |
| Contributions, Gifts, Grants and Other Similar Amounts |      | Government grants (contribu                                                               |                       | 1,445,651.          |                                       |                   |                  |                                      |
| er Si                                                  | f    | All other contributions, gifts, gra                                                       | ·                     |                     |                                       |                   |                  |                                      |
| ğ.                                                     |      | similar amounts not included ab                                                           | ove <b>1f</b>         | 4,395,876.          |                                       |                   |                  |                                      |
| dit                                                    | g    | Noncash contributions included in line                                                    | es 1a-1f <b>1g</b> \$ | 202,545.            |                                       |                   |                  |                                      |
| <u>ဒိ မ</u>                                            | h    | Total. Add lines 1a-1f                                                                    |                       |                     | 6,891,181.                            |                   |                  |                                      |
|                                                        |      |                                                                                           |                       | Business Code       |                                       |                   |                  |                                      |
| ø                                                      | 2 a  | MEMBERSHIP INCOME                                                                         | 900099                | 20,656,479.         | 20,656,479.                           |                   |                  |                                      |
| ξ                                                      | b    | SPONSORS, SUPPLIERS &                                                                     | 900099                | 1,454,184.          | 1,454,184.                            |                   |                  |                                      |
| Se                                                     | С    | SPONSORS - ADVERTISING                                                                    | 541800                | 440,560.            |                                       | 440,560.          |                  |                                      |
| an<br>eve                                              | d    | RELATED AFFILIATE REN                                                                     | 531120                | 270,000.            | 270,000.                              |                   |                  |                                      |
| Program Service<br>Revenue                             | e    | EVENDO                                                                                    | 711300                | 251,285.            | 251,285.                              |                   |                  |                                      |
| Pro                                                    | _    | All other program service rev                                                             | 900099                | 73,053.             | 73,053.                               |                   |                  |                                      |
|                                                        |      | Total. Add lines 2a-2f                                                                    |                       | <b>•</b>            | 23,145,561.                           | ,                 |                  |                                      |
|                                                        | 3    | Investment income (includin                                                               |                       |                     | , , .                                 |                   |                  |                                      |
|                                                        | Ū    | other similar amounts)                                                                    | -                     |                     | 931,649.                              |                   |                  | 931,649.                             |
|                                                        | 4    |                                                                                           |                       |                     | ,                                     |                   |                  | ,,,,,,,                              |
|                                                        |      | <ul> <li>Income from investment of tax-exempt bond proceeds</li> <li>Royalties</li> </ul> |                       | 29,647.             | 29,647.                               |                   |                  |                                      |
|                                                        | 5    | noyalties                                                                                 | (i) Real              | (ii) Personal       | 25,017.                               | 25,017.           |                  |                                      |
|                                                        | •    | 0                                                                                         |                       | (ii) i ersoriai     |                                       |                   |                  |                                      |
|                                                        |      |                                                                                           | Sa  <br>              |                     |                                       |                   |                  |                                      |
|                                                        |      | · · · · · · ·                                                                             | 6b                    |                     |                                       |                   |                  |                                      |
|                                                        |      | ` ' _                                                                                     | Sc                    |                     |                                       |                   |                  |                                      |
|                                                        |      | Net rental income or (loss)                                                               |                       | <b>.</b>            |                                       |                   |                  |                                      |
|                                                        | 7 a  | Gross amount from sales of                                                                | (i) Securities        | (ii) Other          |                                       |                   |                  |                                      |
|                                                        |      | assets other than inventory 7                                                             | 7a 52,731,007.        |                     |                                       |                   |                  |                                      |
|                                                        | b    | Less: cost or other basis                                                                 |                       |                     |                                       |                   |                  |                                      |
| ne                                                     |      |                                                                                           | <b>b</b> 50,147,922.  | 1,440.              |                                       |                   |                  |                                      |
| Revenue                                                | С    | Gain or (loss)7                                                                           | c 2,583,085.          | -1,440.             |                                       |                   |                  |                                      |
| Re                                                     | d    | Net gain or (loss)                                                                        | <u></u>               |                     | 2,581,645.                            | -1,440.           |                  | 2,583,085.                           |
| Jer                                                    | 8 a  | Gross income from fundraising                                                             | events (not           |                     |                                       |                   |                  |                                      |
| ᅗ                                                      |      | including \$16                                                                            | 7,005. of             |                     |                                       |                   |                  |                                      |
|                                                        |      | contributions reported on lin                                                             | ne 1c). See           |                     |                                       |                   |                  |                                      |
|                                                        |      | Part IV, line 18                                                                          | 8a                    | 125,000.            |                                       |                   |                  |                                      |
|                                                        | b    | Less: direct expenses                                                                     |                       | 173,674.            |                                       |                   |                  |                                      |
|                                                        |      | Net income or (loss) from fur                                                             |                       | <b></b>             | -48,674.                              |                   |                  | -48,674.                             |
|                                                        |      | a Gross income from gaming activities. See                                                |                       |                     |                                       |                   |                  |                                      |
|                                                        |      | Part IV, line 19                                                                          |                       |                     |                                       |                   |                  |                                      |
|                                                        | b    |                                                                                           | 9b                    |                     |                                       |                   |                  |                                      |
|                                                        |      | Net income or (loss) from gaming activities                                               |                       |                     |                                       |                   |                  |                                      |
|                                                        |      | Gross sales of inventory, les                                                             |                       |                     |                                       |                   |                  |                                      |
|                                                        | 10 4 |                                                                                           |                       |                     |                                       |                   |                  |                                      |
|                                                        | h    | and allowances 10a  Less: cost of goods sold 10b                                          |                       |                     |                                       |                   |                  |                                      |
|                                                        |      | Net income or (loss) from sales of inventory                                              |                       |                     |                                       |                   |                  |                                      |
| $\dashv$                                               | С    | ivet income or (ioss) from sa                                                             | ies of inventory      | Business Code       |                                       |                   |                  |                                      |
| ıς                                                     | 44 . | CONSUMER REVENUE                                                                          | 22 794                | 22,784.             |                                       |                   |                  |                                      |
| eo e                                                   | 11 a |                                                                                           | 900099                | 22,784.             | · · · · · · · · · · · · · · · · · · · |                   |                  |                                      |
| Miscellaneous<br>Revenue                               | b    |                                                                                           |                       | 711300              | 12,700.                               | 12,700.           |                  |                                      |
| 3e                                                     | С    |                                                                                           |                       |                     |                                       |                   |                  |                                      |
| Mis                                                    |      | All other revenue                                                                         |                       |                     | 0=:                                   |                   |                  |                                      |
|                                                        |      |                                                                                           |                       |                     | 35,484.                               | 00 = 00 = 0       |                  | 0                                    |
|                                                        | 12   | Total revenue See instructions                                                            | `                     | <b>▶</b>            | 33 566 493.                           | 22 768 692.       | 440 560.         | 3 466 060.                           |

#### Part IX | Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A). Check if Schedule O contains a response or note to any line in this Part IX (B)
Program service
expenses (**D**)
Fundraising (C) Management and general expenses Do not include amounts reported on lines 6b. Total expenses 7b, 8b, 9b, and 10b of Part VIII. expenses Grants and other assistance to domestic organizations 633,716. 633,716. and domestic governments. See Part IV, line 21 Grants and other assistance to domestic 2,653,929. 2,653,929. individuals. See Part IV, line 22 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 ...... Benefits paid to or for members ..... Compensation of current officers, directors, 2,043,812. 757,643. 1,286,169. trustees, and key employees ..... Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) 6,764,305. Other salaries and wages 4,935,465. 1,828,840. 7 Pension plan accruals and contributions (include 569,310. 418,683. 150,627. section 401(k) and 403(b) employer contributions) 251,536. 842,232. 409,304. Other employee benefits 9 564,244. 373,992. 190,252. 10 Payroll taxes 11 Fees for services (nonemployees): Management 808,259. 1,073. 807,186. Legal 51,050. 51,050. Accounting Lobbying Professional fundraising services. See Part IV, line 17 82,489. 82,489. Investment management fees Other. (If line 11g amount exceeds 10% of line 25, 922,859. 2,326,643. 1,403,784. column (A) amount, list line 11g expenses on Sch O.) 38,209. 38,209. Advertising and promotion 12 681,897. 664,380. 17,517. 13 Office expenses 641,025. 6,441. 634,584. Information technology 14 15 Royalties 357,648. 103,718. 253,930. 16 Occupancy 728,520. 635,021. 93,499. 17 Travel Payments of travel or entertainment expenses 18 for any federal, state, or local public officials Conferences, conventions, and meetings 19 20 Payments to affiliates 21 1,550,550. 1,273,619. 276,931. Depreciation, depletion, and amortization 22 2,957,883. 2,957,883. 23 Other expenses. Itemize expenses not covered 24 above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) 1,821,000. 1,821,000. CONTRACTUAL CAPTIVE EXP DUES, FEES, AND TICKETS 760,027. 310,105. 449,922. 634,404. 634,404. TELEVISION AND VIDEO PR 259,061. d ATHLETE HONORARIA AND R 259,061. 749,396. 605,993. 143,403. e All other expenses 28,928,913. 19,659,563. 9,269,350. 0. Total functional expenses. Add lines 1 through 24e 25 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here if following SOP 98-2 (ASC 958-720)

Form 990 (2020)
Part X Balance Sheet

| Pai                         | rt X      | Balance Sneet                                                                                                 |                        |                                 |          |                           |
|-----------------------------|-----------|---------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------|----------|---------------------------|
|                             |           | Check if Schedule O contains a response or note to ar                                                         | ny line in this Part X |                                 |          |                           |
|                             |           |                                                                                                               |                        | <b>(A)</b><br>Beginning of year |          | <b>(B)</b><br>End of year |
|                             | 1         | Cash - non-interest-bearing                                                                                   |                        | 4,145,411.                      | 1        | 2,301,500.                |
|                             | 2         | Savings and temporary cash investments                                                                        | 110,432.               | 2                               | 548,076. |                           |
|                             | 3         | Pledges and grants receivable, net                                                                            |                        |                                 | 3        | -                         |
|                             | 4         | Accounts receivable, net                                                                                      |                        | 1,520,175.                      | 4        | 2,258,025.                |
|                             | 5         | Loans and other receivables from any current or forme                                                         |                        |                                 |          |                           |
|                             |           | trustee, key employee, creator or founder, substantial                                                        |                        |                                 |          |                           |
|                             |           | controlled entity or family member of any of these pers                                                       |                        |                                 | 5        |                           |
|                             | 6         | Loans and other receivables from other disqualified pe                                                        |                        |                                 |          |                           |
|                             |           | under section 4958(f)(1)), and persons described in sec                                                       | ction 4958(c)(3)(B)    |                                 | 6        |                           |
| S                           | 7         | Notes and loans receivable, net                                                                               |                        |                                 | 7        |                           |
| Assets                      | 8         | Inventories for sale or use                                                                                   |                        |                                 | 8        |                           |
| As                          | 9         | B ::                                                                                                          |                        | 6,936,495.                      | 9        | 7,683,549.                |
|                             | 10a       | Land, buildings, and equipment: cost or other                                                                 |                        |                                 |          |                           |
|                             |           | basis. Complete Part VI of Schedule D 10a                                                                     | 13,404,757.            |                                 |          |                           |
|                             | b         | Less: accumulated depreciation 10b                                                                            |                        | 4,347,878.                      | 10c      | 3,883,494.<br>36,064,596. |
|                             | 11        | Investments - publicly traded securities                                                                      |                        | 34,012,455.                     | 11       | 36,064,596.               |
|                             | 12        | Investments - other securities. See Part IV, line 11                                                          |                        |                                 | 12       |                           |
|                             | 13        | Investments - program-related. See Part IV, line 11                                                           |                        |                                 | 13       |                           |
|                             | 14        | Intangible assets                                                                                             |                        |                                 | 14       |                           |
|                             | 15        | Other assets. See Part IV, line 11                                                                            |                        | 353,828.                        | 15       | 693,979.                  |
|                             | 16        | Total assets. Add lines 1 through 15 (must equal line                                                         | 33)                    | 51,426,674.                     | 16       | 53,433,219.               |
|                             | 17        | Accounts payable and accrued expenses                                                                         |                        | 4,037,732.                      | 17       | 2,294,924.                |
|                             | 18        | Grants payable                                                                                                |                        |                                 | 18       | 10 -10 100                |
|                             | 19        | Deferred revenue                                                                                              |                        | 15,857,251.                     | 19       | 12,563,108.               |
|                             | 20        | Tax-exempt bond liabilities                                                                                   |                        |                                 | 20       |                           |
|                             | 21        | Escrow or custodial account liability. Complete Part IV                                                       |                        |                                 | 21       |                           |
| es                          | 22        | Loans and other payables to any current or former office                                                      |                        |                                 |          |                           |
| ∄                           |           | trustee, key employee, creator or founder, substantial                                                        |                        |                                 |          |                           |
| Liabilities                 |           | controlled entity or family member of any of these pers                                                       |                        |                                 | 22       |                           |
| _                           | 23        | Secured mortgages and notes payable to unrelated th                                                           |                        |                                 | 23       | 1 001 000                 |
|                             | 24        | Unsecured notes and loans payable to unrelated third                                                          |                        |                                 | 24       | 1,821,000.                |
|                             | 25        | Other liabilities (including federal income tax, payables                                                     |                        |                                 |          |                           |
|                             |           | parties, and other liabilities not included on lines 17-24                                                    | ). Complete Part X     | 0.                              |          | 22 415                    |
|                             |           |                                                                                                               |                        |                                 | 25       | 32,415.                   |
|                             | 26        |                                                                                                               | ▶ ▼                    | 19,894,983.                     | 26       | 16,711,447.               |
| ű                           |           | Organizations that follow FASB ASC 958, check her                                                             | e 🕨 🔼                  |                                 |          |                           |
| nce                         |           | and complete lines 27, 28, 32, and 33.                                                                        |                        | 31,531,691.                     | 07       | 36,721,772.               |
| Net Assets or Fund Balances | 27        |                                                                                                               |                        | 31,331,031.                     | 27<br>28 | 30,121,112.               |
|                             | 28        | Net assets with donor restrictions                                                                            |                        |                                 | 20       |                           |
|                             |           | Organizations that do not follow FASB ASC 958, ch                                                             | eck nere               |                                 |          |                           |
| 卢                           | 20        | and complete lines 29 through 33.                                                                             | ľ                      |                                 | 20       |                           |
| əts                         | 29        | Capital stock or trust principal, or current funds  Paid-in or capital surplus, or land, building, or equipme |                        |                                 | 29<br>30 |                           |
| SS                          | 30<br>31  |                                                                                                               |                        |                                 | 31       |                           |
| et ⁄                        | 32        | Retained earnings, endowment, accumulated income, Total net assets or fund balances                           |                        | 31,531,691.                     | 32       | 36,721,772.               |
| Ž                           | 33        |                                                                                                               |                        | 51,426,674.                     | 33       | 53,433,219.               |
|                             | <u>აა</u> | Total liabilities and net assets/fund balances                                                                |                        | 31, 20,0,4.                     | აა       | 33,433,413.               |

or audits, explain why on Schedule O and describe any steps taken to undergo such audits

Form 990 (2020)

#### **SCHEDULE A**

Department of the Treasury Internal Revenue Service

Part I

**Total** 

(Form 990 or 990-EZ)

**Public Charity Status and Public Support** Complete if the organization is a section 501(c)(3) organization or a section

4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

Employer identification number USA SWIMMING INC. 20-4264282 Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

| he | organi | zation is not a private found  | ation because it is: (F                 | For lines 1 through 12, c                          | heck only                           | one box.)        |                                          |                            |
|----|--------|--------------------------------|-----------------------------------------|----------------------------------------------------|-------------------------------------|------------------|------------------------------------------|----------------------------|
| 1  |        | A church, convention of ch     | urches, or associatio                   | n of churches described                            | l in <b>sectio</b>                  | n 170(b)(1       | I)(A)(i).                                |                            |
| 2  |        | A school described in sect     | ion 170(b)(1)(A)(ii). (                 | Attach Schedule E (Forn                            | n 990 or 99                         | 90-EZ).)         |                                          |                            |
| 3  |        | A hospital or a cooperative    | hospital service orga                   | anization described in s                           | ection 170                          | (b)(1)(A)(ii     | i).                                      |                            |
| 4  |        | A medical research organiz     | ation operated in cor                   | njunction with a hospital                          | described                           | in <b>sectio</b> | n 170(b)(1)(A)(iii). Enter               | the hospital's name,       |
|    |        | city, and state:               |                                         |                                                    |                                     |                  |                                          |                            |
| 5  |        | An organization operated for   | or the benefit of a col                 | lege or university owned                           | d or operate                        | ed by a go       | vernmental unit describe                 | ed in                      |
|    |        | section 170(b)(1)(A)(iv). (C   | Complete Part II.)                      |                                                    |                                     |                  |                                          |                            |
| 6  |        | A federal, state, or local gov | vernment or governm                     | nental unit described in                           | section 17                          | 70(b)(1)(A)      | (v).                                     |                            |
| 7  |        | An organization that norma     | lly receives a substar                  | ntial part of its support f                        | rom a gove                          | ernmental        | unit or from the general p               | oublic described in        |
|    |        | section 170(b)(1)(A)(vi). (C   | omplete Part II.)                       |                                                    |                                     |                  |                                          |                            |
| 8  |        | A community trust describe     | ed in <b>section 170(b)(</b>            | 1)(A)(vi). (Complete Par                           | t II.)                              |                  |                                          |                            |
| 9  |        | An agricultural research org   | anization described                     | in section 170(b)(1)(A)(                           | ix) operate                         | ed in conju      | inction with a land-grant                | college                    |
|    |        | or university or a non-land-g  | rant college of agric                   | ulture (see instructions).                         | Enter the i                         | name, city       | , and state of the college               | e or                       |
|    |        | university:                    |                                         | ,                                                  |                                     | , ,              | ,                                        |                            |
| 10 | X      | An organization that norma     | lly receives (1) more                   | than 33 1/3% of its supp                           | ort from c                          | ontributior      | ns, membership fees, and                 | d gross receipts from      |
|    |        | activities related to its exem |                                         |                                                    |                                     |                  |                                          |                            |
|    |        | income and unrelated busir     |                                         | ·                                                  |                                     |                  |                                          | -                          |
|    |        | See section 509(a)(2). (Con    |                                         | ,                                                  |                                     | •                | , 0                                      | ,                          |
| 11 |        | An organization organized a    | •                                       | vely to test for public sa                         | fety. See                           | section 50       | 09(a)(4).                                |                            |
| 12 |        | An organization organized a    | •                                       | •                                                  | •                                   |                  |                                          | purposes of one or         |
|    |        | more publicly supported or     | · ·                                     | •                                                  | -                                   |                  | •                                        |                            |
|    |        | lines 12a through 12d that     |                                         |                                                    |                                     |                  |                                          |                            |
| а  |        | Type I. A supporting orga      | * *                                     |                                                    |                                     |                  |                                          | aivina                     |
|    |        | the supported organization     | · · · · · · · · · · · · · · · · · · ·   | •                                                  | •                                   | _                |                                          |                            |
|    |        | organization. You must o       |                                         |                                                    | ,, -                                |                  |                                          | 9                          |
| b  |        | Type II. A supporting org      | - · · · · · · · · · · · · · · · · · · · |                                                    | tion with its                       | s supporte       | ed organization(s), by hay               | vina                       |
| -  |        | control or management o        | •                                       |                                                    |                                     |                  |                                          | -                          |
|    |        | organization(s). You mus       |                                         |                                                    | arrio porco                         | no triat oo      | manage the cap                           | 501104                     |
| c  |        | Type III functionally inte     | -                                       |                                                    | in connect                          | ion with a       | and functionally integrate               | ed with                    |
| Ī  |        | its supported organization     | -                                       |                                                    |                                     |                  | • •                                      | ,                          |
| d  |        | Type III non-functionally      |                                         | ·                                                  |                                     |                  |                                          | zation(s)                  |
| -  |        | that is not functionally int   |                                         |                                                    |                                     |                  | • • • • • • •                            |                            |
|    |        | requirement (see instructi     | -                                       |                                                    | -                                   |                  | •                                        | 7011000                    |
| е  |        | Check this box if the orga     | ·                                       | -                                                  |                                     |                  |                                          |                            |
| ·  |        | functionally integrated, or    |                                         |                                                    |                                     |                  | 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1 |                            |
| f  | Ente   | r the number of supported of   |                                         |                                                    |                                     |                  |                                          |                            |
| g  |        | ride the following information |                                         |                                                    |                                     |                  |                                          |                            |
| 3  |        | ) Name of supported            | (ii) EIN                                | (iii) Type of organization                         | (iv) Is the orga<br>in your governi | inization listed | (v) Amount of monetary                   | (vi) Amount of other       |
|    |        | organization                   |                                         | (described on lines 1-10 above (see instructions)) | Yes                                 | No               | support (see instructions)               | support (see instructions) |
|    |        |                                |                                         | above (see mondenemen)                             |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          |                            |
|    |        |                                |                                         |                                                    |                                     |                  |                                          | •                          |

# Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

| Sec  | ction A. Public Support                      |                           |                      |                       |                            |                       |             |
|------|----------------------------------------------|---------------------------|----------------------|-----------------------|----------------------------|-----------------------|-------------|
| Cale | ndar year (or fiscal year beginning in) 🕨    | (a) 2016                  | <b>(b)</b> 2017      | (c) 2018              | (d) 2019                   | (e) 2020              | (f) Total   |
| 1    | Gifts, grants, contributions, and            |                           |                      |                       |                            |                       |             |
|      | membership fees received. (Do not            |                           |                      |                       |                            |                       |             |
|      | include any "unusual grants.")               |                           |                      |                       |                            |                       |             |
| 2    | Tax revenues levied for the organ-           |                           |                      |                       |                            |                       |             |
|      | ization's benefit and either paid to         |                           |                      |                       |                            |                       |             |
|      | or expended on its behalf                    |                           |                      |                       |                            |                       |             |
| 3    | The value of services or facilities          |                           |                      |                       |                            |                       |             |
|      | furnished by a governmental unit to          |                           |                      |                       |                            |                       |             |
|      | the organization without charge              |                           |                      |                       |                            |                       |             |
| 4    | Total. Add lines 1 through 3                 |                           |                      |                       |                            |                       |             |
| 5    | The portion of total contributions           |                           |                      |                       |                            |                       |             |
|      | by each person (other than a                 |                           |                      |                       |                            |                       |             |
|      | governmental unit or publicly                |                           |                      |                       |                            |                       |             |
|      | supported organization) included             |                           |                      |                       |                            |                       |             |
|      | on line 1 that exceeds 2% of the             |                           |                      |                       |                            |                       |             |
|      | amount shown on line 11,                     |                           |                      |                       |                            |                       |             |
|      | column (f)                                   |                           |                      |                       |                            |                       |             |
| 6    | Public support. Subtract line 5 from line 4. |                           |                      |                       |                            |                       |             |
|      | ction B. Total Support                       |                           | ı                    |                       |                            |                       |             |
| Cale | ndar year (or fiscal year beginning in)      | (a) 2016                  | <b>(b)</b> 2017      | (c) 2018              | (d) 2019                   | (e) 2020              | (f) Total   |
|      | Amounts from line 4                          |                           | , ,                  |                       |                            | , ,                   |             |
|      | Gross income from interest,                  |                           |                      |                       |                            |                       |             |
|      | dividends, payments received on              |                           |                      |                       |                            |                       |             |
|      | securities loans, rents, royalties,          |                           |                      |                       |                            |                       |             |
|      | and income from similar sources              |                           |                      |                       |                            |                       |             |
| 9    | Net income from unrelated business           |                           |                      |                       |                            |                       |             |
|      | activities, whether or not the               |                           |                      |                       |                            |                       |             |
|      | business is regularly carried on             |                           |                      |                       |                            |                       |             |
| 10   | Other income. Do not include gain            |                           |                      |                       |                            |                       |             |
|      | or loss from the sale of capital             |                           |                      |                       |                            |                       |             |
|      | assets (Explain in Part VI.)                 |                           |                      |                       |                            |                       |             |
| 11   | Total support. Add lines 7 through 10        |                           |                      |                       |                            |                       |             |
|      | Gross receipts from related activities,      | etc. (see instruction     | ons)                 |                       | •                          | 12                    |             |
|      | First 5 years. If the Form 990 is for the    | •                         |                      |                       |                            | 501(c)(3)             |             |
|      | organization, check this box and <b>stop</b> | here                      |                      |                       | •                          |                       |             |
| Sec  | ction C. Computation of Public               | Support Per               | centage              |                       |                            |                       |             |
| 14   | Public support percentage for 2020 (lin      | ne 6, column (f), d       | livided by line 11,  | column (f))           |                            | 14                    | %           |
| 15   | Public support percentage from 2019          | Schedule A, Part          | II, line 14          |                       |                            | 15                    | %           |
| 16a  | 33 1/3% support test - 2020. If the o        | rganization did no        | ot check the box o   | n line 13, and line   | 14 is 33 1/3% or m         | nore, check this box  | and         |
|      | stop here. The organization qualifies a      |                           | -                    |                       |                            |                       |             |
| b    | 33 1/3% support test - 2019. If the o        | rganization did no        | ot check a box on    | line 13 or 16a, and   | line 15 is 33 1/3%         | or more, check thi    | s box       |
|      | and stop here. The organization qualit       | ies as a publicly s       | supported organiz    | ation                 |                            |                       | ▶□          |
| 17a  | 10% -facts-and-circumstances test            | - <b>2020.</b> If the org | anization did not    | check a box on line   | e 13, 16a, or 16b,         | and line 14 is 10% o  | or more,    |
|      | and if the organization meets the facts      | -and-circumstanc          | es test, check this  | box and stop he       | <b>re.</b> Explain in Part | VI how the organiz    | ation       |
|      | meets the facts-and-circumstances tes        | t. The organizatio        | on qualifies as a pu | ublicly supported o   | rganization                |                       | ▶□          |
| b    | 10% -facts-and-circumstances test            | - 2019. If the org        | anization did not    | check a box on line   | e 13, 16a, 16b, or         | 17a, and line 15 is 1 | 10% or      |
|      | more, and if the organization meets the      | e facts-and-circun        | nstances test, che   | eck this box and st   | <b>top here.</b> Explain i | in Part VI how the    |             |
|      | organization meets the facts-and-circu       | mstances test. Th         | ne organization qu   | alifies as a publicly | supported organi           | zation                | ▶□          |
| 18   | Private foundation. If the organization      | ı did not check a         | box on line 13, 16   | a, 16b, 17a, or 17b   | o, check this box a        | and see instructions  | <b>&gt;</b> |

#### Part III | Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Sec  | etion A. Public Support                                                                                                                                                                | clow, picase comp    | nete i art ii.j     |                        |                    |                      |             |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|------------------------|--------------------|----------------------|-------------|
| Cale | ndar year (or fiscal year beginning in)                                                                                                                                                | (a) 2016             | <b>(b)</b> 2017     | (c) 2018               | (d) 2019           | (e) 2020             | (f) Total   |
|      | Gifts, grants, contributions, and                                                                                                                                                      |                      | ,                   | ,                      | ,                  | , ,                  | ,,          |
|      | membership fees received. (Do not include any "unusual grants.")                                                                                                                       | 15109708.            | 10517224.           | 9720511.               | 8099022.           | 6891181.             | 50337646.   |
| 2    | Gross receipts from admissions,<br>merchandise sold or services per-<br>formed, or facilities furnished in<br>any activity that is related to the<br>organization's tax-exempt purpose | 26629219.            | 23444307.           | 24236993.              | 26794859.          | 22770132.            | 123875510   |
| 3    | Gross receipts from activities that                                                                                                                                                    |                      |                     |                        |                    |                      |             |
|      | are not an unrelated trade or business under section 513                                                                                                                               |                      | 301,875.            | 303,600.               | 295,072.           | 125,000.             | 1025547.    |
| 4    | Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                                        |                      |                     |                        |                    |                      |             |
| 5    | The value of services or facilities furnished by a governmental unit to the organization without charge                                                                                |                      |                     |                        |                    |                      |             |
| 6    | <b>Total.</b> Add lines 1 through 5                                                                                                                                                    | 41738927.            | <u>34263406.</u>    | 34261104.              | <u>35188953.</u>   | <u> 29786313.</u>    | 175238703   |
| 78   | Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                               |                      |                     | 1,860.                 | 1,860.             | 1,860.               | 5,580.      |
| k    | Amounts included on lines 2 and 3 received<br>from other than disqualified persons that<br>exceed the greater of \$5,000 or 1% of the<br>amount on line 13 for the year                |                      |                     |                        | 456 445.           | 311,890.             | 768 335.    |
| ,    | Add lines 7a and 7b                                                                                                                                                                    |                      |                     | 1,860.                 | 458.305.           | 313.750.             | 773,915.    |
|      | Public support. (Subtract line 7c from line 6.)                                                                                                                                        |                      |                     | 1,000.                 | 130/3031           |                      | 174464788   |
| Sec  | etion B. Total Support                                                                                                                                                                 |                      |                     |                        |                    |                      |             |
|      | ndar year (or fiscal year beginning in)                                                                                                                                                | (a) 2016             | <b>(b)</b> 2017     | (c) 2018               | (d) 2019           | (e) 2020             | (f) Total   |
|      | Amounts from line 6                                                                                                                                                                    | 41738927.            | 34263406.           | 34261104.              | 35188953.          | 29786313.            |             |
|      | Gross income from interest,<br>dividends, payments received on<br>securities loans, rents, royalties,<br>and income from similar sources                                               | 931,579.             | 1156343.            | 1247119.               | 1198995.           | 931,649.             | 5465685.    |
| t    | Unrelated business taxable income (less section 511 taxes) from businesses                                                                                                             | ,                    |                     |                        |                    | ,                    |             |
|      | acquired after June 30, 1975                                                                                                                                                           |                      |                     |                        |                    |                      |             |
|      | Add lines 10a and 10b                                                                                                                                                                  | 931,579.             | 1156343.            | 1247119.               | 1198995.           | 931,649.             | 5465685.    |
|      | Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on                                                            | 702,0170             |                     |                        |                    |                      |             |
| 12   | Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)                                                                                        |                      |                     |                        |                    |                      |             |
| 13   | Total support. (Add lines 9, 10c, 11, and 12.)                                                                                                                                         | 42670506.            | 35419749.           | 35508223.              | 36387948.          | 30717962.            | 180704388   |
| 14   | First 5 years. If the Form 990 is for the                                                                                                                                              | ne organization's fi | rst, second, third, | fourth, or fifth tax y | ear as a section 5 | 01(c)(3) organizatio | on,         |
|      | check this box and stop here                                                                                                                                                           |                      |                     |                        |                    |                      | <b>&gt;</b> |
| Sec  | ction C. Computation of Publi                                                                                                                                                          | c Support Per        | centage             |                        |                    |                      |             |
|      | Public support percentage for 2020 (I                                                                                                                                                  |                      |                     | column (f))            |                    | 15                   | 96.55 %     |
|      | 16 Public support percentage from 2019 Schedule A, Part III, line 15 16 96.67 %                                                                                                        |                      |                     |                        |                    |                      |             |
|      | ction D. Computation of Inves                                                                                                                                                          |                      |                     |                        |                    | Г                    |             |
|      | Investment income percentage for 20                                                                                                                                                    |                      |                     |                        |                    | 17                   | 3.02 %      |
|      | Investment income percentage from                                                                                                                                                      |                      |                     |                        |                    | 18                   | 3.08 %      |
| 19a  | 33 1/3% support tests - 2020. If the                                                                                                                                                   |                      |                     |                        |                    |                      |             |
| b    | more than 33 1/3%, check this box at 33 1/3% support tests - 2019. If the                                                                                                              | =                    | -                   |                        | • •                |                      |             |
|      | line 18 is not more than 33 1/3%, che                                                                                                                                                  | •                    |                     |                        |                    | •                    |             |
| 20   | Private foundation. If the organization                                                                                                                                                |                      |                     |                        |                    |                      |             |

# Part IV | Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

#### Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- **3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.
- **b** Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.
- **4a** Was any supported organization not organized in the United States ("foreign supported organization")? *If* "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.
- **b** Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).
- **b Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c Substitutions only. Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- **9a** Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in **Part VI.**
- **b** Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes." provide detail in **Part VI.**
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.
  - **b** Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

|     | Yes | No |
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| Par | t IV   | Supporting Organizations (continued)                                                                                                                                                                                              |           |     |     |
|-----|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----|-----|
|     |        |                                                                                                                                                                                                                                   |           | Yes | No  |
| 11  | Has t  | the organization accepted a gift or contribution from any of the following persons?                                                                                                                                               |           |     |     |
| а   | A per  | rson who directly or indirectly controls, either alone or together with persons described in lines 11b and                                                                                                                        |           |     |     |
|     | 11c b  | pelow, the governing body of a supported organization?                                                                                                                                                                            | 11a       |     |     |
| b   | A fam  | nily member of a person described in line 11a above?                                                                                                                                                                              | 11b       |     |     |
| С   | A 359  | % controlled entity of a person described in line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide                                                                                                                    |           |     |     |
|     |        | in Part VI.                                                                                                                                                                                                                       | 11c       |     |     |
| Sec | tion I | B. Type I Supporting Organizations                                                                                                                                                                                                |           |     |     |
|     |        |                                                                                                                                                                                                                                   |           | Yes | No  |
| 1   | Did th | he governing body, members of the governing body, officers acting in their official capacity, or membership of one or                                                                                                             |           |     |     |
|     | more   | supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers,                                                                                                          |           |     |     |
|     |        | tors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s)                                                                                                                |           |     |     |
|     |        | tively operated, supervised, or controlled the organization's activities. If the organization had more than one supported                                                                                                         |           |     |     |
|     |        | nization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the orted organizations and what conditions or restrictions, if any, applied to such powers during the tax year. | 1         |     |     |
| 2   |        | the organization operate for the benefit of any supported organization other than the supported                                                                                                                                   | -         |     |     |
| _   |        | nization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in                                                                                                                            |           |     |     |
|     |        | VI how providing such benefit carried out the purposes of the supported organization(s) that operated,                                                                                                                            |           |     |     |
|     |        | rvised, or controlled the supporting organization.                                                                                                                                                                                | 2         |     |     |
| Sec | tion ( | C. Type II Supporting Organizations                                                                                                                                                                                               |           |     |     |
|     |        |                                                                                                                                                                                                                                   |           | Yes | No  |
| 1   | Were   | a majority of the organization's directors or trustees during the tax year also a majority of the directors                                                                                                                       |           |     | 140 |
| •   |        | ustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control                                                                                                                   |           |     |     |
|     |        | anagement of the supporting organization was vested in the same persons that controlled or managed                                                                                                                                |           |     |     |
|     |        | upported organization(s).                                                                                                                                                                                                         | 1         |     |     |
| Sec | tion l | D. All Type III Supporting Organizations                                                                                                                                                                                          | •         |     |     |
|     |        | <i>y</i>                                                                                                                                                                                                                          |           | Yes | No  |
| 1   | Did th | he organization provide to each of its supported organizations, by the last day of the fifth month of the                                                                                                                         |           | 103 | 140 |
| •   |        | nization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax                                                                                                                 |           |     |     |
|     |        | (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the                                                                                                                  |           |     |     |
|     | •      | nization's governing documents in effect on the date of notification, to the extent not previously provided?                                                                                                                      | 1         |     |     |
| 2   | -      | any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported                                                                                                                       |           |     |     |
| _   |        | nization(s) or (ii) serving on the governing body of a supported organization? If "No." explain in <b>Part VI</b> how                                                                                                             |           |     |     |
|     |        | rganization maintained a close and continuous working relationship with the supported organization(s).                                                                                                                            | 2         |     |     |
| 3   |        | rganization maintained a crose and continuous working relationship with the supported organization(s).  Pason of the relationship described in line 2, above, did the organization's supported organizations have a               |           |     |     |
| Ū   | •      | ficant voice in the organization's investment policies and in directing the use of the organization's                                                                                                                             |           |     |     |
|     | _      | ne or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's                                                                                                                          |           |     |     |
|     |        | · · · · · · · · · · · · · · · · · · ·                                                                                                                                                                                             | 3         |     |     |
| Sec | tion I | orted organizations played in this regard.<br>E. Type III Functionally Integrated Supporting Organizations                                                                                                                        |           |     |     |
| 1   |        | ok the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).                                                                                                    |           |     |     |
| а   |        | The organization satisfied the Activities Test. Complete line 2 below.                                                                                                                                                            |           |     |     |
| b   | 一      | The organization is the parent of each of its supported organizations. Complete line 3 below.                                                                                                                                     |           |     |     |
| С   | 一      | The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see ins                                                                                                            | truction  | s)  |     |
| 2   | Activi | ities Test. Answer lines 2a and 2b below.                                                                                                                                                                                         | in dollon | Yes | No  |
| а   |        | ubstantially all of the organization's activities during the tax year directly further the exempt purposes of                                                                                                                     |           |     |     |
|     |        | upported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify                                                                                                                             |           |     |     |
|     |        | e supported organizations and explain how these activities directly furthered their exempt purposes,                                                                                                                              |           |     |     |
|     |        | the organization was responsive to those supported organizations, and how the organization determined                                                                                                                             |           |     |     |
|     |        | these activities constituted substantially all of its activities.                                                                                                                                                                 | 2a        |     |     |
| b   |        | the activities described in line 2a, above, constitute activities that, but for the organization's involvement,                                                                                                                   |           |     |     |
|     |        | or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in                                                                                                                          |           |     |     |
|     | _      | VI the reasons for the organization's position that its supported organization(s) would have engaged in                                                                                                                           |           |     |     |
|     |        | e activities but for the organization's involvement.                                                                                                                                                                              | 2b        |     |     |
| 3   |        | nt of Supported Organizations. <b>Answer lines 3a and 3b below.</b>                                                                                                                                                               |           |     |     |
|     |        | he organization have the power to regularly appoint or elect a majority of the officers, directors, or                                                                                                                            |           |     |     |
|     |        | ees of each of the supported organizations? If "Yes" or "No" provide details in <b>Part VI.</b>                                                                                                                                   | 3a        |     |     |
| b   |        | he organization exercise a substantial degree of direction over the policies, programs, and activities of each                                                                                                                    |           |     |     |
|     |        | supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.                                                                                                                        | 3b        |     |     |

| Pai  | t V   Type III Non-Functionally Integrated 509(a)(3) Supporti                                                                                   | ng Organi       | zations                  |                                |  |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------|--------------------------------|--|
| 1    | Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 ( explain in Part VI). See instructions. |                 |                          |                                |  |
|      | All other Type III non-functionally integrated supporting organizations must                                                                    |                 | ·                        |                                |  |
| Sect | on A - Adjusted Net Income                                                                                                                      |                 | (A) Prior Year           | (B) Current Year<br>(optional) |  |
| 1    | Net short-term capital gain                                                                                                                     | 1               |                          |                                |  |
| 2    | Recoveries of prior-year distributions                                                                                                          | 2               |                          |                                |  |
| 3    | Other gross income (see instructions)                                                                                                           | 3               |                          |                                |  |
| 4    | Add lines 1 through 3.                                                                                                                          | 4               |                          |                                |  |
| 5    | Depreciation and depletion                                                                                                                      | 5               |                          |                                |  |
| 6    | Portion of operating expenses paid or incurred for production or                                                                                |                 |                          |                                |  |
|      | collection of gross income or for management, conservation, or                                                                                  |                 |                          |                                |  |
|      | maintenance of property held for production of income (see instructions)                                                                        | 6               |                          |                                |  |
| 7    | Other expenses (see instructions)                                                                                                               | 7               |                          |                                |  |
| 8    | Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)                                                                                    | 8               |                          |                                |  |
| Sect | on B - Minimum Asset Amount                                                                                                                     |                 | (A) Prior Year           | (B) Current Year<br>(optional) |  |
| 1    | Aggregate fair market value of all non-exempt-use assets (see                                                                                   |                 |                          |                                |  |
|      | instructions for short tax year or assets held for part of year):                                                                               |                 |                          |                                |  |
| а    | Average monthly value of securities                                                                                                             | 1a              |                          |                                |  |
| b    | Average monthly cash balances                                                                                                                   | 1b              |                          |                                |  |
| С    | Fair market value of other non-exempt-use assets                                                                                                | 1c              |                          |                                |  |
| d    | Total (add lines 1a, 1b, and 1c)                                                                                                                | 1d              |                          |                                |  |
| е    | Discount claimed for blockage or other factors                                                                                                  |                 |                          |                                |  |
|      | (explain in detail in Part VI):                                                                                                                 |                 |                          |                                |  |
| 2    | Acquisition indebtedness applicable to non-exempt-use assets                                                                                    | 2               |                          |                                |  |
| 3    | Subtract line 2 from line 1d.                                                                                                                   | 3               |                          |                                |  |
| 4    | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount,                                                                     |                 |                          |                                |  |
|      | see instructions).                                                                                                                              | 4               |                          |                                |  |
| 5    | Net value of non-exempt-use assets (subtract line 4 from line 3)                                                                                | 5               |                          |                                |  |
| _6_  | Multiply line 5 by 0.035.                                                                                                                       | 6               |                          |                                |  |
| 7    | Recoveries of prior-year distributions                                                                                                          | 7               |                          |                                |  |
| 8    | Minimum Asset Amount (add line 7 to line 6)                                                                                                     | 8               |                          |                                |  |
| Sect | on C - Distributable Amount                                                                                                                     |                 |                          | Current Year                   |  |
| 1    | Adjusted net income for prior year (from Section A, line 8, column A)                                                                           | 1               |                          |                                |  |
| 2    | Enter 0.85 of line 1.                                                                                                                           | 2               |                          |                                |  |
| 3    | Minimum asset amount for prior year (from Section B, line 8, column A)                                                                          | 3               |                          |                                |  |
| 4    | Enter greater of line 2 or line 3.                                                                                                              | 4               |                          |                                |  |
| 5    | Income tax imposed in prior year                                                                                                                | 5               |                          |                                |  |
| 6    | Distributable Amount. Subtract line 5 from line 4, unless subject to                                                                            |                 |                          |                                |  |
|      | emergency temporary reduction (see instructions).                                                                                               | 6               |                          |                                |  |
| 7    | Check here if the current year is the organization's first as a non-functional                                                                  | ally integrated | Type III supporting orga | nization (see                  |  |
|      | instructions).                                                                                                                                  |                 |                          |                                |  |

Schedule A (Form 990 or 990-EZ) 2020

| га    | t v Type III Noil-Fullctionally integrated 509(                 | a)(3) Supporting Orga        | ilizations (continu                   | <u> Jed)</u> |                                           |
|-------|-----------------------------------------------------------------|------------------------------|---------------------------------------|--------------|-------------------------------------------|
| Sect  | ion D - Distributions                                           |                              |                                       |              | Current Year                              |
| 1     | Amounts paid to supported organizations to accomplish exer      | mpt purposes                 |                                       | 1            |                                           |
| 2     | Amounts paid to perform activity that directly furthers exemp   |                              |                                       |              |                                           |
|       | organizations, in excess of income from activity                |                              | 2                                     |              |                                           |
| 3     | Administrative expenses paid to accomplish exempt purpose       | s of supported organizations | 3                                     | 3            |                                           |
| 4     | Amounts paid to acquire exempt-use assets                       |                              |                                       | 4            |                                           |
| 5     | Qualified set-aside amounts (prior IRS approval required - pro  | ovide details in Part VI)    |                                       | 5            |                                           |
| 6     | Other distributions (describe in Part VI). See instructions.    |                              |                                       | 6            |                                           |
| 7     | Total annual distributions. Add lines 1 through 6.              |                              |                                       | 7            |                                           |
| 8     | Distributions to attentive supported organizations to which the | e organization is responsive |                                       |              |                                           |
|       | (provide details in Part VI). See instructions.                 |                              |                                       | 8            |                                           |
| 9     | Distributable amount for 2020 from Section C, line 6            |                              |                                       | 9            |                                           |
| 10    | Line 8 amount divided by line 9 amount                          |                              |                                       | 10           |                                           |
| Secti | ion E - Distribution Allocations (see instructions)             | (i)<br>Excess Distributions  | (ii)<br>Underdistributior<br>Pre-2020 | าร           | (iii)<br>Distributable<br>Amount for 2020 |
| 1     | Distributable amount for 2020 from Section C, line 6            |                              |                                       |              |                                           |
| 2     | Underdistributions, if any, for years prior to 2020 (reason-    |                              |                                       |              |                                           |
|       | able cause required - explain in Part VI). See instructions.    |                              |                                       |              |                                           |
| 3     | Excess distributions carryover, if any, to 2020                 |                              |                                       |              |                                           |
| а     | From 2015                                                       |                              |                                       |              |                                           |
| b     | From 2016                                                       |                              |                                       |              |                                           |
| С     | From 2017                                                       |                              |                                       |              |                                           |
| d     | From 2018                                                       |                              |                                       |              |                                           |
| е     | From 2019                                                       |                              |                                       |              |                                           |
| f     | Total of lines 3a through 3e                                    |                              |                                       |              |                                           |
| g     | Applied to underdistributions of prior years                    |                              |                                       |              |                                           |
| h     | Applied to 2020 distributable amount                            |                              |                                       |              |                                           |
| i     | Carryover from 2015 not applied (see instructions)              |                              |                                       |              |                                           |
| j     | Remainder. Subtract lines 3g, 3h, and 3i from line 3f.          |                              |                                       |              |                                           |
| 4     | Distributions for 2020 from Section D,                          |                              |                                       |              |                                           |
|       | line 7: \$                                                      |                              |                                       |              |                                           |
| а     | Applied to underdistributions of prior years                    |                              |                                       |              |                                           |
| b     | Applied to 2020 distributable amount                            |                              |                                       |              |                                           |
| С     | Remainder. Subtract lines 4a and 4b from line 4.                |                              |                                       |              |                                           |
| 5     | Remaining underdistributions for years prior to 2020, if        |                              |                                       |              |                                           |
|       | any. Subtract lines 3g and 4a from line 2. For result greater   |                              |                                       |              |                                           |
|       | than zero, explain in Part VI. See instructions.                |                              |                                       |              |                                           |
| 6     | Remaining underdistributions for 2020. Subtract lines 3h        |                              |                                       |              |                                           |
|       | and 4b from line 1. For result greater than zero, explain in    |                              |                                       |              |                                           |
|       | Part VI. See instructions.                                      |                              |                                       |              |                                           |
| 7     | Excess distributions carryover to 2021. Add lines 3j            |                              |                                       |              |                                           |
|       | and 4c.                                                         |                              |                                       |              |                                           |
| 8     | Breakdown of line 7:                                            |                              |                                       |              |                                           |
| а     | Excess from 2016                                                |                              |                                       |              |                                           |
| b     | Excess from 2017                                                |                              |                                       |              |                                           |
| С     | Excess from 2018                                                |                              |                                       |              |                                           |
|       | Excess from 2019                                                |                              |                                       |              |                                           |
|       | Excess from 2020                                                |                              |                                       |              |                                           |

Schedule A (Form 990 or 990-EZ) 2020

| Schedule A | (Form 990 or 990-EZ) 2020 USA SW                                                                                                                                                           | VIMMING,                                                     | INC.                                                                                      |                                                                       | 20-4264282                                              | Page 8     |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------|------------|
| Part VI    | Supplemental Information. Pr<br>Part IV, Section A, lines 1, 2, 3b, 3c, 4t<br>line 1; Part IV, Section D, lines 2 and 3<br>Section D, lines 5, 6, and 8; and Part V<br>(See instructions.) | rovide the explar<br>o, 4c, 5a, 6, 9a,<br>; Part IV, Section | nations required by Pa<br>9b, 9c, 11a, 11b, and <sup>-</sup><br>n E, lines 1c, 2a, 2b, 3a | 11c; Part IV, Section B, lines 1<br>a, and 3b; Part V, line 1; Part V | and 2; Part IV, Section C<br>, Section B, line 1e; Part | C,<br>. V, |
|            | 1000 mondonon,                                                                                                                                                                             |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       | _                                                       |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |
|            |                                                                                                                                                                                            |                                                              |                                                                                           |                                                                       |                                                         |            |

# Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury Internal Revenue Service

Name of the organization

**Schedule of Contributors** 

► Attach to Form 990, Form 990-EZ, or Form 990-PF.

► Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Employer identification number

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

| Ui                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | SA SWIMMING, INC.                                                                                                                                                                                                                                                                                                                                                                                                                                     | 20-4264282                     |  |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--|--|--|--|
| Organization type (check                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | one):                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                |  |  |  |  |
| Filers of:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Section:                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                |  |  |  |  |
| Form 990 or 990-EZ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | $\overline{X}$ 501(c)( $\overline{3}$ ) (enter number) organization                                                                                                                                                                                                                                                                                                                                                                                   |                                |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4947(a)(1) nonexempt charitable trust <b>not</b> treated as a private foundation                                                                                                                                                                                                                                                                                                                                                                      |                                |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 527 political organization                                                                                                                                                                                                                                                                                                                                                                                                                            |                                |  |  |  |  |
| Form 990-PF                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 501(c)(3) exempt private foundation                                                                                                                                                                                                                                                                                                                                                                                                                   |                                |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 4947(a)(1) nonexempt charitable trust treated as a private foundation                                                                                                                                                                                                                                                                                                                                                                                 |                                |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 501(c)(3) taxable private foundation                                                                                                                                                                                                                                                                                                                                                                                                                  |                                |  |  |  |  |
| , ,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | is covered by the <b>General Rule</b> or a <b>Special Rule.</b><br>)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule                                                                                                                                                                                                                                                                                       | e. See instructions.           |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | on filing Form 000, 000 F7, or 000 DF that received, during the year, contributions totaling                                                                                                                                                                                                                                                                                                                                                          | \$5,000 or more (in maney or   |  |  |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | on filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling yone contributor. Complete Parts I and II. See instructions for determining a contributor's                                                                                                                                                                                                                                                              |                                |  |  |  |  |
| Special Rules                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                |  |  |  |  |
| sections 509(a)(1)<br>any one contribut                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | on described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support to and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, cor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount, line 1. Complete Parts I and II.                                                                                                                             | or 16b, and that received from |  |  |  |  |
| contributor, during literary, or educat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 exclusively for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III. |                                |  |  |  |  |
| For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don't complete any of the parts unless the <b>General Rule</b> applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                |  |  |  |  |
| but it <b>must</b> answer "No" or                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | hat isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Fon Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Foother filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).                                                                                                                                                                                        |                                |  |  |  |  |

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

# USA SWIMMING, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if addition | al space is needed.        |                                                                        |
|------------|-----------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                           | (c) Total contributions    | (d) Type of contribution                                               |
| 1          |                                                                             | \$16,268.                  | Person Payroll Noncash X (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                           | (c)<br>Total contributions | (d) Type of contribution                                               |
| 2          |                                                                             | \$\$                       | Person Payroll Noncash X (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                           | (c) Total contributions    | (d) Type of contribution                                               |
| 3          |                                                                             | \$\$                       | Person Payroll Noncash X (Complete Part II for noncash contributions.) |
| (a)        | (b)                                                                         | (c)                        | (d)                                                                    |
| No. 4      | Name, address, and ZIP + 4                                                  | \$ 4,090,811.              | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                           | (c) Total contributions    | (d)<br>Type of contribution                                            |
| 5          |                                                                             | \$882,649.                 | Person X Payroll Noncash (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                           | (c) Total contributions    | (d) Type of contribution                                               |
| 6          |                                                                             | \$                         | Person X Payroll Noncash (Complete Part II for noncash contributions.) |

# USA SWIMMING, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional | al space is needed.        |                                                                          |
|------------|-------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c) Total contributions    | (d) Type of contribution                                                 |
| 7          |                                                                               | \$\$                       | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions | (d) Type of contribution                                                 |
| 8_         |                                                                               | \$\$                       | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c) Total contributions    | (d) Type of contribution                                                 |
| 9          |                                                                               | \$10,000.                  | Person X Payroll                                                         |
| (a)        | (b)                                                                           | (c)                        | (d)                                                                      |
| No.<br>10  | Name, address, and ZIP + 4                                                    | \$ 10,000.                 | Person X Payroll                                                         |
| (a)<br>No. | (b) Name, address, and ZIP + 4                                                | (c) Total contributions    | (d)<br>Type of contribution                                              |
| 11_        |                                                                               | \$\$                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c) Total contributions    | (d)<br>Type of contribution                                              |
| 12         |                                                                               | \$10,000.                  | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |

# USA SWIMMING, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional | space is needed.               |                                                                          |
|------------|-------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions     | (d)<br>Type of contribution                                              |
| 13         |                                                                               | \$10,000.                      | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions     | (d)<br>Type of contribution                                              |
| 14         |                                                                               | \$10,000 <b>.</b> _            | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions     | (d) Type of contribution                                                 |
| 15         |                                                                               | \$ <u>10,000.</u>              | Person X Payroll                                                         |
| (a)        | (b)                                                                           | (c)                            | (d)                                                                      |
|            | Name, address, and ZIP + 4                                                    | Total contributions  \$ 5,000. | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions     | (d) Type of contribution                                                 |
| 17         |                                                                               | \$5,000.                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                             | (c)<br>Total contributions     | (d) Type of contribution                                                 |
| 18         |                                                                               | \$5,000.                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |

Name of organization

Employer identification number

USA SWIMMING, INC.

20-4264282

| 7021 0     | TIMITING, THE.                                                     |                             | 10100                                                                    |
|------------|--------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------|
| Part I     | Contributors (see instructions). Use duplicate copies of Part I if | additional space is needed. |                                                                          |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c) Total contributions     | (d) Type of contribution                                                 |
| 19         |                                                                    | \$\$.                       | Person Payroll Noncash X (Complete Part II for noncash contributions.)   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c) Total contributions     | (d)<br>Type of contribution                                              |
| 20         |                                                                    | <br>\$1,445,651.            | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c)<br>Total contributions  | (d) Type of contribution                                                 |
|            |                                                                    | \$                          | Person Payroll Noncash (Complete Part II for noncash contributions.)     |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c) Total contributions     | (d) Type of contribution                                                 |
|            |                                                                    | \$                          | Person Payroll Noncash (Complete Part II for noncash contributions.)     |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c) Total contributions     | (d) Type of contribution                                                 |
|            |                                                                    | \$                          | Person Payroll Noncash (Complete Part II for noncash contributions.)     |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                  | (c) Total contributions     | (d)<br>Type of contribution                                              |
|            |                                                                    |                             | Person Payroll Noncash (Complete Part II for noncash contributions.)     |

# USA SWIMMING, INC.

| Part II                      | Noncash Property (see instructions). Use duplicate copies of Pa | art II if additional space is needed.     |                           |
|------------------------------|-----------------------------------------------------------------|-------------------------------------------|---------------------------|
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              | APPAREL                                                         |                                           |                           |
| _1                           |                                                                 |                                           |                           |
|                              |                                                                 | \$\\$\\$                                  | 12/31/20                  |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              | APPAREL                                                         |                                           |                           |
| 2                            |                                                                 |                                           |                           |
|                              |                                                                 | \$\$\$                                    | 12/31/20                  |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              | TIMING SYSTEMS                                                  |                                           |                           |
| 3                            |                                                                 |                                           |                           |
|                              |                                                                 | \$ 152,000.                               | 12/31/20                  |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              | AIRLINE CERTIFICATES                                            |                                           |                           |
| 19                           |                                                                 |                                           |                           |
|                              |                                                                 | 9,403.                                    | 12/31/20                  |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              |                                                                 |                                           |                           |
|                              |                                                                 | \$                                        |                           |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                      | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received      |
|                              |                                                                 |                                           |                           |
|                              |                                                                 | <u> </u>                                  |                           |
|                              |                                                                 | \$                                        | 90. 990-EZ. or 990-PF) (2 |

Name of organization

Employer identification number

USA SWIMMING, INC.

20-4264282

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year

| mpleting Part III, enter the total of exclusively religious,        | charitable, etc., contributions of \$1,000 or I                                                                                                                                                                                                                                                                    | ry. For organizations ess for the year. (Enter this info. once.) \$                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| se duplicate copies of Part III if additional s (b) Purpose of gift | space is needed. (c) Use of gift                                                                                                                                                                                                                                                                                   | (d) Description of how gift is held                                                                                                                                                                                                                                                                                                                 |
|                                                                     |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                     |
| Transferee's name, address, ar                                      | (e) Transfer of gift                                                                                                                                                                                                                                                                                               | Relationship of transferor to transferee                                                                                                                                                                                                                                                                                                            |
|                                                                     |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                     |
| (b) Purpose of gift                                                 | (c) Use of gift                                                                                                                                                                                                                                                                                                    | (d) Description of how gift is held                                                                                                                                                                                                                                                                                                                 |
|                                                                     | (e) Transfer of gift                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                     |
| Transferee's name, address, an                                      | nd ZIP + 4                                                                                                                                                                                                                                                                                                         | Relationship of transferor to transferee                                                                                                                                                                                                                                                                                                            |
| (b) Purpose of gift                                                 | (c) Use of gift                                                                                                                                                                                                                                                                                                    | (d) Description of how gift is held                                                                                                                                                                                                                                                                                                                 |
| Transferee's name, address, ar                                      | (e) Transfer of gift                                                                                                                                                                                                                                                                                               | Relationship of transferor to transferee                                                                                                                                                                                                                                                                                                            |
|                                                                     |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                     |
| (b) Purpose of gift                                                 | (c) Use of gift                                                                                                                                                                                                                                                                                                    | (d) Description of how gift is held                                                                                                                                                                                                                                                                                                                 |
|                                                                     | (e) Transfer of gift                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                     |
| Transferee's name, address, an                                      | nd <b>7</b> ID ± 4                                                                                                                                                                                                                                                                                                 | Relationship of transferor to transferee                                                                                                                                                                                                                                                                                                            |
| 1                                                                   | mpleting Part III, enter the total of exclusively religious, se duplicate copies of Part III if additional (b) Purpose of gift  Transferee's name, address, ar  (b) Purpose of gift  Transferee's name, address, ar  (b) Purpose of gift  Transferee's name, address, ar  (b) Purpose of gift  (b) Purpose of gift | (e) Transfer of gift  Transferee's name, address, and ZIP + 4  (b) Purpose of gift  (c) Use of gift  Transferee's name, address, and ZIP + 4  (b) Purpose of gift  (c) Use of gift  (e) Transfer of gift  Transferee's name, address, and ZIP + 4  (b) Purpose of gift  (c) Use of gift  (e) Transfer of gift  (b) Purpose of gift  (c) Use of gift |

#### **SCHEDULE D** (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 Open to Public Inspection

Name of the organization

INC. USA SWIMMING,

**Employer identification number** 20-4264282

|      |                                                                       | (a) Donor advised funds                   | (b) Funds and other accounts           |
|------|-----------------------------------------------------------------------|-------------------------------------------|----------------------------------------|
| 1    | Total number at end of year                                           |                                           |                                        |
|      | Aggregate value of contributions to (during year)                     |                                           |                                        |
| 3    | Aggregate value of grants from (during year)                          |                                           |                                        |
| 4    | Aggregate value at end of year                                        |                                           |                                        |
| 5    | Did the organization inform all donors and donor advisors in wr       | iting that the assets held in donor advi  | sed funds                              |
|      | are the organization's property, subject to the organization's ex     | cclusive legal control?                   | Yes No                                 |
| 6    | Did the organization inform all grantees, donors, and donor adv       | visors in writing that grant funds can be | e used only                            |
|      | for charitable purposes and not for the benefit of the donor or o     | donor advisor, or for any other purpose   | e conferring                           |
|      |                                                                       |                                           |                                        |
| Part | t II Conservation Easements. Complete if the orga                     | nization answered "Yes" on Form 990,      | , Part IV, line 7.                     |
| 1    | Purpose(s) of conservation easements held by the organization         | (check all that apply).                   |                                        |
|      | Preservation of land for public use (for example, recreation          | on or education) Preservation of          | of a historically important land area  |
|      | Protection of natural habitat                                         | Preservation of                           | of a certified historic structure      |
|      | Preservation of open space                                            |                                           |                                        |
| 2    | Complete lines 2a through 2d if the organization held a qualifie      | d conservation contribution in the form   | of a conservation easement on the last |
|      | day of the tax year.                                                  |                                           | Held at the End of the Tax Yea         |
| а    | Total number of conservation easements                                |                                           | 2a                                     |
| b    | Total acreage restricted by conservation easements                    |                                           | 2b                                     |
| С    | Number of conservation easements on a certified historic struc        | ture included in (a)                      | 2c                                     |
| d    | Number of conservation easements included in (c) acquired aft         | er 7/25/06, and not on a historic struct  | ture                                   |
|      | listed in the National Register                                       |                                           | 2d                                     |
|      | Number of conservation easements modified, transferred, relea         |                                           |                                        |
|      | year <b>&gt;</b>                                                      |                                           |                                        |
| 4    | Number of states where property subject to conservation ease          | ment is located                           | _                                      |
| 5    | Does the organization have a written policy regarding the perio       | dic monitoring, inspection, handling of   |                                        |
|      | violations, and enforcement of the conservation easements it h        | olds?                                     | Yes No                                 |
| 6    | Staff and volunteer hours devoted to monitoring, inspecting, ha       | andling of violations, and enforcing con  | nservation easements during the year   |
|      | <b></b>                                                               |                                           |                                        |
| 7    | Amount of expenses incurred in monitoring, inspecting, handlir        | ng of violations, and enforcing conserva  | ation easements during the year        |
|      | <b>&gt;</b> \$                                                        |                                           |                                        |
| 8    | Does each conservation easement reported on line 2(d) above           | satisfy the requirements of section 170   | 0(h)(4)(B)(i)                          |
|      | and section 170(h)(4)(B)(ii)?                                         |                                           | Yes No                                 |
| 9    | In Part XIII, describe how the organization reports conservation      | easements in its revenue and expense      | e statement and                        |
|      | balance sheet, and include, if applicable, the text of the footnot    | te to the organization's financial statem | nents that describes the               |
|      | organization's accounting for conservation easements.                 |                                           |                                        |
| Part | Organizations Maintaining Collections of A                            |                                           | ther Similar Assets.                   |
|      | Complete if the organization answered "Yes" on Form 9                 |                                           |                                        |
| 1a   | If the organization elected, as permitted under FASB ASC 958,         | not to report in its revenue statement    | and balance sheet works                |
|      | of art, historical treasures, or other similar assets held for public | c exhibition, education, or research in f | furtherance of public                  |
|      | service, provide in Part XIII the text of the footnote to its financi | ial statements that describes these iter  | ns.                                    |
| b    | If the organization elected, as permitted under FASB ASC 958,         | to report in its revenue statement and    | balance sheet works of                 |
|      | art, historical treasures, or other similar assets held for public e  | xhibition, education, or research in furt | therance of public service,            |
|      | provide the following amounts relating to these items:                |                                           |                                        |
|      | (i) Revenue included on Form 990, Part VIII, line 1                   |                                           | <b>&gt;</b> \$                         |
|      |                                                                       |                                           |                                        |
| 2    | If the organization received or held works of art, historical treas   |                                           |                                        |
|      | the following amounts required to be reported under FASB ASC          | C 958 relating to these items:            |                                        |
|      |                                                                       |                                           |                                        |
|      | Revenue included on Form 990, Part VIII, line 1                       |                                           | • \$                                   |

Total. Add lines 1a through 1e. (Column (d) must equal Form 990. Part X. column (B), line 10c.) ....

Schedule D (Form 990) 2020

3,883,494

| Schedule D (Form 990) 2020 USA SWIMMING Part VII Investments - Other Securities.         | s, INC.                   |                                     | 0-4264282 Page           |
|------------------------------------------------------------------------------------------|---------------------------|-------------------------------------|--------------------------|
| Complete if the organization answered "Yes" o                                            | n Form 990 Part IV line   | 11h See Form 990 Part X line 12     |                          |
| (a) Description of security or category (including name of security)                     | (b) Book value            | (c) Method of valuation: Cost or e  | end-of-year market value |
| (1) Financial derivatives                                                                | (1)                       |                                     |                          |
| (2) Closely held equity interests                                                        |                           |                                     |                          |
| (3) Other                                                                                |                           |                                     |                          |
| (A)                                                                                      |                           |                                     |                          |
| (B)                                                                                      |                           |                                     |                          |
| (C)                                                                                      |                           |                                     |                          |
| (D)                                                                                      |                           |                                     |                          |
| (E)                                                                                      |                           |                                     |                          |
| (F)                                                                                      |                           |                                     |                          |
| (G)                                                                                      |                           |                                     |                          |
| (H)                                                                                      |                           |                                     |                          |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶                       |                           |                                     |                          |
| Part VIII Investments - Program Related.                                                 |                           |                                     |                          |
| Complete if the organization answered "Yes" of                                           | n Form 990, Part IV, line | 11c. See Form 990, Part X, line 13. |                          |
| (a) Description of investment                                                            | (b) Book value            | (c) Method of valuation: Cost or e  | end-of-year market value |
| (1)                                                                                      |                           |                                     |                          |
| (2)                                                                                      |                           |                                     |                          |
| (3)                                                                                      |                           |                                     |                          |
| (4)                                                                                      |                           |                                     |                          |
| (5)                                                                                      |                           |                                     |                          |
| (6)                                                                                      |                           |                                     |                          |
| (7)                                                                                      |                           |                                     |                          |
| (8)                                                                                      |                           |                                     |                          |
| (9)                                                                                      |                           |                                     |                          |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶ Part IX Other Assets. |                           |                                     |                          |
| Complete if the organization answered "Yes" of                                           | n Form 990. Part IV. line | 11d. See Form 990. Part X. line 15. |                          |
|                                                                                          | Description               | , ,                                 | (b) Book value           |
| (1)                                                                                      |                           |                                     |                          |
| (2)                                                                                      |                           |                                     |                          |
| (3)                                                                                      |                           |                                     |                          |
| (4)                                                                                      |                           |                                     |                          |
| (5)                                                                                      |                           |                                     |                          |
| (6)                                                                                      |                           |                                     |                          |
| (7)                                                                                      |                           |                                     |                          |
| (8)                                                                                      |                           |                                     |                          |
| (9)                                                                                      |                           |                                     |                          |
|                                                                                          | 15.)                      |                                     |                          |

| 1.     | (a) Description of liability                                | (b) Book value |
|--------|-------------------------------------------------------------|----------------|
| (1)    | Federal income taxes                                        |                |
| (2)    | REFUNDABLE ADVANCES                                         | 32,415.        |
| (3)    |                                                             |                |
| (4)    |                                                             |                |
| (5)    |                                                             |                |
| (6)    |                                                             |                |
| (7)    |                                                             |                |
| (8)    |                                                             |                |
| (9)    |                                                             |                |
| Total. | (Column (b) must equal Form 990, Part X, col. (B) line 25.) | 32,415.        |

Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the X organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

| Part       | Reconciliation of Revenue per Audited Financial Statem                                                                                                     |            | Revenue per Re | turn.  |                     |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------|--------|---------------------|
|            | Complete if the organization answered "Yes" on Form 990, Part IV, line 12                                                                                  |            |                | 1      | 34,036,505          |
|            | Fotal revenue, gains, and other support per audited financial statements Amounts included on line 1 but not on Form 990, Part VIII, line 12:               |            |                |        | 34,030,303          |
|            | Net unrealized gains (losses) on investments                                                                                                               | 2a         | 552,501.       |        |                     |
|            | Ponated services and use of facilities                                                                                                                     |            | 332,301.       | -      |                     |
|            | Recoveries of prior year grants                                                                                                                            |            |                | -      |                     |
|            |                                                                                                                                                            |            |                | -      |                     |
|            |                                                                                                                                                            |            |                | 2e     | 552,501             |
|            | Add lines <b>2a</b> through <b>2d</b> Subtract line <b>2e</b> from line <b>1</b>                                                                           |            |                | 3      | 33,484,004          |
|            | Amounts included on Form 990, Part VIII, line 12, but not on line 1:                                                                                       |            |                |        | 33,131,331          |
|            | nvestment expenses not included on Form 990, Part VIII, line 7b                                                                                            | 4a         | 82,489.        |        |                     |
|            | Other (Describe in Part XIII.)                                                                                                                             |            |                |        |                     |
|            | Add lines <b>4a</b> and <b>4b</b>                                                                                                                          |            |                | 4c     | 82,489              |
|            | Total revenue. Add lines 3 and 4c. (This must equal Form 990. Part I. line 12.)                                                                            |            |                | 5      | 33,566,493          |
| Part       | XII Reconciliation of Expenses per Audited Financial Stater                                                                                                | nents With | Expenses per F |        |                     |
|            | Complete if the organization answered "Yes" on Form 990, Part IV, line 12                                                                                  |            |                |        |                     |
| 1 T        | Total expenses and losses per audited financial statements                                                                                                 |            |                | 1      | 28,846,424          |
|            | Amounts included on line 1 but not on Form 990, Part IX, line 25:                                                                                          |            |                |        |                     |
| а          | Donated services and use of facilities                                                                                                                     | 2a         |                |        |                     |
|            | Prior year adjustments                                                                                                                                     |            |                |        |                     |
|            | Other losses                                                                                                                                               |            |                |        |                     |
|            | Other (Describe in Part XIII.)                                                                                                                             |            |                |        |                     |
| е А        | Add lines <b>2a</b> through <b>2d</b>                                                                                                                      |            |                | 2e     | 0 .                 |
|            | Subtract line <b>2e</b> from line <b>1</b>                                                                                                                 |            |                | 3      | 28,846,424          |
|            | Amounts included on Form 990, Part IX, line 25, but not on line 1:                                                                                         |            |                |        |                     |
| a li       | nvestment expenses not included on Form 990, Part VIII, line 7b                                                                                            | 4a         | 82,489.        |        |                     |
| <b>b</b> ( | Other (Describe in Part XIII.)                                                                                                                             | 4b         |                |        |                     |
| c A        | Add lines <b>4a</b> and <b>4b</b>                                                                                                                          |            |                | 4c     | 82,489              |
| <u>5</u> T | otal expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)                                                                            |            |                | 5      | 28,928,913          |
| Part       | XIII Supplemental Information.                                                                                                                             |            |                |        |                     |
| lines 20   | e the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part III, lines 2d and 4b. Also complete this part to provide any ac |            |                | ; Part | X, line 2; Part XI, |
| INCO       | OME TAXES                                                                                                                                                  |            |                |        |                     |
| USA        | SWIMMING, INC. ARE EXEMPT FROM FEDERAL 1                                                                                                                   | INCOME I   | AXES UNDER     | SE     | CTION               |
| 501        | (C)(3) OF THE INTERNAL REVENUE CODE. IN                                                                                                                    | ADDITIC    | N, THE ORG     | ANI    | ZATION              |
| QUAI       | LIFIES FOR THE CHARITABLE CONTRIBUTION DE                                                                                                                  | EDUCTION   | AND HAVE       | BEE    | N                   |
| CLAS       | SSIFIED AS AN ORGANIZATION THAT IS NOT A                                                                                                                   | PRIVATE    | FOUNDATIO      | N.     |                     |
|            |                                                                                                                                                            |            |                |        |                     |
| USA        | SWIMMING, INC. FORM 990, RETURN OF ORGAN                                                                                                                   | NIZATION   | EXEMPT FR      | OM     | INCOME              |
| TAX,       | , IS SUBJECT TO EXAMINATION BY VARIOUS TA                                                                                                                  | AXING AU   | THORITIES,     | GE     | NERALLY             |
| FOR        | THREE YEARS AFTER THE DATE THEY WERE FII                                                                                                                   | LED.       |                |        |                     |

# SCHEDULE F (Form 990)

# **Statement of Activities Outside the United States**

► Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

► Attach to Form 990.

Department of the Treasury Internal Revenue Service ► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 Inspection

Name of the organization

**Employer identification number** 

| JS   | A SWIMMING, I                                           | NC.                                       |                                                                                           |                                                                                                                                                               | 20-426428                                                                                              | 2                                                                    |
|------|---------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|      | rt I General Infor                                      | mation on A                               | ctivities Out                                                                             | side the United States. Comple                                                                                                                                | ete if the organization answered "Y                                                                    | es" on                                                               |
|      | Form 990, Part IV                                       |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
| 1    | For grantmakers. Does                                   | the organization                          | n maintain recor                                                                          | ds to substantiate the amount of its gra                                                                                                                      | ints and other assistance,                                                                             |                                                                      |
|      | the grantees' eligibility for                           | or the grants or a                        | ssistance, and t                                                                          | the selection criteria used to award the                                                                                                                      | grants or assistance?                                                                                  | Yes No                                                               |
| 2    | For grantmakers. Desc<br>United States.                 | ribe in Part V the                        | e organization's                                                                          | procedures for monitoring the use of its                                                                                                                      | s grants and other assistance outsi                                                                    | ide the                                                              |
| 3    | Activities per Region. (Th                              |                                           |                                                                                           | an be duplicated if additional space is n                                                                                                                     |                                                                                                        |                                                                      |
|      | (a) Region                                              | (b) Number of<br>offices<br>in the region | (c) Number of<br>employees,<br>agents, and<br>independent<br>contractors<br>in the region | (d) Activities conducted in the region<br>(by type) (such as, fundraising, pro-<br>gram services, investments, grants to<br>recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in the region | (f) Total<br>expenditures<br>for and<br>investments<br>in the region |
| 4IDI | DLE EAST AND                                            |                                           |                                                                                           |                                                                                                                                                               | TRAVEL & VARIOUS TRAVEL                                                                                |                                                                      |
| NOR! | TH AFRICA -                                             |                                           |                                                                                           |                                                                                                                                                               | RELATED EXPENSES AND                                                                                   |                                                                      |
| ALG  | ERIA, BAHRAIN,                                          |                                           |                                                                                           |                                                                                                                                                               | EVENTS, INCLUDING OPEN                                                                                 |                                                                      |
| JII  | BOUTI, EGYPT,                                           | 0                                         | 0                                                                                         | PROGRAM SERVICES                                                                                                                                              | WATER WORLD CUP                                                                                        | 50,253.                                                              |
| CE   | DPE (INCLUDING<br>LAND & GREENLAND)<br>LBANIA, ANDORRA, |                                           |                                                                                           |                                                                                                                                                               | TRAVEL & VARIOUS TRAVEL RELATED EXPENSES FOR                                                           | 10.005                                                               |
| \US' | TRIA, BELGIUM                                           | 0                                         | 0                                                                                         | PROGRAM SERVICES                                                                                                                                              | ORGANIZATIONAL RELATIONS                                                                               | 10,925.                                                              |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
|      |                                                         |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        |                                                                      |
| 3 a  | Subtotal                                                | 0                                         | 0                                                                                         |                                                                                                                                                               |                                                                                                        | 61,178.                                                              |
|      | Total from continuation sheets to Part I                | 0                                         | 0                                                                                         |                                                                                                                                                               |                                                                                                        | 0.                                                                   |
| С    | Totals (add lines 3a                                    |                                           |                                                                                           |                                                                                                                                                               |                                                                                                        | 61 178                                                               |

| recipient who received more than \$5,000. Part II can be duplicated if additional space is needed. |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------|--------------------------|------------------------------------------------------------------|--------------------------|---------------------------------|----------------------------------|---------------------------------------|-------------------------------------------------------|
| 1 (a) Name of organization                                                                         | <b>(b)</b> IRS code section and EIN (if applicable) | (c) Region               | (d) Purpose of grant                                             | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of noncash assistance | (h) Description of noncash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
|                                                                                                    |                                                     |                          |                                                                  |                          |                                 |                                  |                                       |                                                       |
| exempt 501(c)(3) orga                                                                              | inization by the IRS, o                             | or for which the grantee | ecognized as charities by the or counsel has provided a section. | tion 501(c)(3) equ       | uivalency letter                |                                  |                                       | 1                                                     |

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any

| Cart III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16. |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                           | (b) Region |                                                         | (d) Amount of cash grant                                  | (e) Manner of cash disbursement                           | (f) Amount of noncash assistance                          | (g) Description of noncash assistance                                                                                                                                                                     | (h) Method of<br>valuation<br>(book, FMV,<br>appraisal, other)                                                                                                                                                                                        |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            |                                                         |                                                           |                                                           |                                                           |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                       |
|                                                                                                                                                           |            | Part III can be duplicated if additional space is neede | Part III can be duplicated if additional space is needed. | Part III can be duplicated if additional space is needed. | Part III can be duplicated if additional space is needed. | Part III can be duplicated if additional space is needed.  Type of grant or assistance (b) Region (c) Number of recipients (d) Amount of cash grant (e) Manner of cash disbursement (f) Amount of noncash | Part III can be duplicated if additional space is needed.  Type of grant or assistance  (b) Region  (c) Number of recipients  (d) Amount of cash grant  (e) Manner of cash disbursement  (f) Amount of noncash  (g) Description of noncash assistance |

Page 4

| 1 | Was the organization a U.S. transferor of property to a foreign corporation during the tax year? <i>If</i> "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)                                                                                                                                         | Yes | X No |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------|
| 2 | Did the organization have an interest in a foreign trust during the tax year? If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990) | Yes | X No |
| 3 | Did the organization have an ownership interest in a foreign corporation during the tax year? If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)                                                                                                                                  | Yes | X No |
| 4 | Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)                                                         | Yes | X No |
| 5 | Did the organization have an ownership interest in a foreign partnership during the tax year? If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)                                                                                                                                              | Yes | X No |
| 6 | Did the organization have any operations in or related to any boycotting countries during the tax year? If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990)                                                                                                                                      | Yes | X No |

Schedule F (Form 990) 2020

032075 12-03-20 Schedule F (Form 990) 2020

#### **SCHEDULE G**

Department of the Treasury

Internal Revenue Service

(Form 990 or 990-EZ)

#### **Supplemental Information Regarding Fundraising or Gaming Activities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

| Name of the organization                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 | ntification number                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------|-------|-----------------------------------------------------------------|---------------------------------------------------------|
| USA SWI                                                                                                                                                                                                                                                                                                                                                                                      | MMING, INC.                                                                                                                                                                                         |                                                  |                                                   |                                                                                               |       | 20-4264                                                         | 282                                                     |
| Part I Fundraising Activities. required to complete this part                                                                                                                                                                                                                                                                                                                                | Complete if the organization answet.                                                                                                                                                                | red "Y                                           | es" or                                            | Form 990, Part IV, I                                                                          | ine 1 | 7. Form 990-EZ                                                  | filers are not                                          |
| <ul> <li>1 Indicate whether the organization rais</li> <li>a Mail solicitations</li> <li>b Internet and email solicitations</li> <li>c Phone solicitations</li> <li>d In-person solicitations</li> <li>2 a Did the organization have a written of key employees listed in Form 990, P</li> <li>b If "Yes," list the 10 highest paid individed compensated at least \$5,000 by the</li> </ul> | ed funds through any of the followin  e Solicitat  f Solicitat  g Special  or oral agreement with any individual  art VII) or entity in connection with providuals or entities (fundraisers) pursua | tion of<br>tion of<br>fundra<br>(includ          | non-g<br>gover<br>aising of<br>ding of<br>onal fu | overnment grants<br>nment grants<br>events<br>ficers, directors, trus<br>undraising services? |       | Yes                                                             | ' <del></del>                                           |
| (i) Name and address of individual or entity (fundraiser)                                                                                                                                                                                                                                                                                                                                    | (ii) Activity                                                                                                                                                                                       | (iii)<br>fundr<br>have con<br>or con<br>contribu | ustody<br>itrol of                                | (iv) Gross receipts from activity                                                             | tò (d | Amount paid<br>or retained by)<br>fundraiser<br>ted in col. (i) | (vi) Amount paid<br>to (or retained by)<br>organization |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     | Yes                                              | No                                                |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
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|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
| Total                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                     |                                                  | <b>•</b>                                          |                                                                                               |       |                                                                 |                                                         |
| 3 List all states in which the organization or licensing.                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                     |                                                  | utions                                            | or has been notified                                                                          | it is | exempt from re                                                  | gistration                                              |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
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|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |
|                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                     |                                                  |                                                   |                                                                                               |       |                                                                 |                                                         |

20-4264282 Page 2 Schedule G (Form 990 or 990-EZ) 2020 USA SWIMMING, INC. Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000. (a) Event #1 (b) Event #2 (c) Other events (d) Total events GOLDEN NONE (add col. (a) through GOGGLE AWARD col. (c)) (event type) (event type) (total number) 292,005. 292,005. Gross receipts 167,005. 2 Less: Contributions 167,005. 125,000. 125,000. 3 Gross income (line 1 minus line 2) 4 Cash prizes 5 Noncash prizes Direct Expenses 6 Rent/facility costs \_\_\_\_\_ 6,795. 6,795. 7 Food and beverages 10,533. 10,533. 8 Entertainment 156,346. 156,346. 9 Other direct expenses 173,674. 10 Direct expense summary. Add lines 4 through 9 in column (d) -48,674. 11 Net income summary. Subtract line 10 from line 3, column (d) Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a. (b) Pull tabs/instant (d) Total gaming (add (a) Bingo (c) Other gaming Revenue bingo/progressive bingo col. (a) through col. (c)) Gross revenue 2 Cash prizes Direct Expenses Noncash prizes Rent/facility costs Other direct expenses Yes Yes % Yes 6 Volunteer labor No 7 Direct expense summary. Add lines 2 through 5 in column (d) 8 Net gaming income summary. Subtract line 7 from line 1, column (d) **9** Enter the state(s) in which the organization conducts gaming activities: a Is the organization licensed to conduct gaming activities in each of these states?

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?

**b** If "No," explain: \_

**b** If "Yes," explain:

| Sch      | ledule G (Form 990 or 990-EZ) 2020 USA SWIMMING, INC.                                                                        | <u>: 404</u> | 202    | Page 3   |
|----------|------------------------------------------------------------------------------------------------------------------------------|--------------|--------|----------|
| 11       | Does the organization conduct gaming activities with nonmembers?                                                             |              | Yes    | ☐ No     |
| 12       | Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed        |              |        |          |
|          | to administer charitable gaming?                                                                                             |              | Yes    | No       |
| 13       | Indicate the percentage of gaming activity conducted in:                                                                     |              |        |          |
| а        | The organization's facility                                                                                                  | 13a          |        | 9        |
| b        | An outside facility                                                                                                          | 13b          |        | 9        |
| 14       | Enter the name and address of the person who prepares the organization's gaming/special events books and records:            |              |        |          |
|          | Name                                                                                                                         |              |        |          |
|          | Address                                                                                                                      |              |        |          |
| 15a      | a Does the organization have a contract with a third party from whom the organization receives gaming revenue?               | 🔲            | Yes    | ☐ No     |
| b        | o If "Yes," enter the amount of gaming revenue received by the organization > \$ and the amount                              |              |        |          |
|          | of gaming revenue retained by the third party > \$                                                                           |              |        |          |
| С        | If "Yes," enter name and address of the third party:                                                                         |              |        |          |
|          | Name                                                                                                                         |              |        |          |
|          | Address >                                                                                                                    |              |        |          |
| 16       | Gaming manager information:                                                                                                  |              |        |          |
|          | Name                                                                                                                         |              |        |          |
|          | Gaming manager compensation > \$                                                                                             |              |        |          |
|          |                                                                                                                              |              |        |          |
|          | Description of services provided                                                                                             |              |        |          |
|          |                                                                                                                              |              |        |          |
|          |                                                                                                                              |              |        |          |
|          | ☐ Director/officer ☐ Employee ☐ Independent contractor                                                                       |              |        |          |
| 17       | Mandatory distributions:                                                                                                     |              |        |          |
|          | a Is the organization required under state law to make charitable distributions from the gaming proceeds to                  |              |        |          |
| <u> </u> | retain the state gaming license?                                                                                             |              | Yes    | ☐ No     |
| h        | • Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the |              |        | 110      |
|          | organization's own exempt activities during the tax year > \$                                                                |              |        |          |
| Pa       | Int IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part II.   | d III lir    | 200    | 9h 10h   |
|          | 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.                             | t III, III   | 165 5, | 90, 100, |
|          |                                                                                                                              |              |        |          |
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|          |                                                                                                                              |              |        |          |

| Schedule G | (Form 990 or 990-EZ)                          | USA     | SWIMMING,   | INC. | 20-4264282 | Page 4 |
|------------|-----------------------------------------------|---------|-------------|------|------------|--------|
| Part IV    | (Form 990 or 990-EZ) <b>Supplemental Info</b> | rmation | (continued) |      |            |        |
|            |                                               |         |             |      |            |        |
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#### SCHEDULE I (Form 990)

Department of the Treasury Internal Revenue Service

# Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Open to Public Inspection

| Name of the organization                                                                                         | TNG TNG            |                                    |                          |                                   |                                                                |                                       | Employer identification number          |
|------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|---------------------------------------|-----------------------------------------|
| USA SWIMM Part I General Information on Grants a                                                                 |                    |                                    |                          |                                   |                                                                |                                       | 20-4264282                              |
| 1 Does the organization maintain records                                                                         |                    | amount of the grants               | or assistance the        | grantees' eligibility             | for the grants or assis                                        | stance, and the selecti               | on                                      |
| criteria used to award the grants or assis                                                                       |                    |                                    |                          |                                   |                                                                |                                       | X Yes No                                |
| 2 Describe in Part IV the organization's pro                                                                     | ocedures for monit | oring the use of grant             | funds in the United      | States.                           |                                                                |                                       |                                         |
| Part II Grants and Other Assistance to                                                                           |                    |                                    |                          |                                   | anization answered "Y                                          | es" on Form 990, Part                 | : IV, line 21, for any                  |
| recipient that received more than                                                                                |                    |                                    |                          |                                   |                                                                | ,                                     | •                                       |
| 1 (a) Name and address of organization or government                                                             | (b) EIN            | (c) IRC section<br>(if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation (book,<br>FMV, appraisal,<br>other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance      |
| CSCAA                                                                                                            |                    |                                    |                          |                                   |                                                                |                                       |                                         |
| 5101 NW 21ST AVENUE                                                                                              |                    |                                    |                          |                                   |                                                                |                                       |                                         |
| FORT LAUDERDALE, FL 33303                                                                                        | 59-6145666         | 501(C)(3)                          | 120,000.                 | 0.                                |                                                                |                                       | COACHING SUPPORT                        |
| ATHEN BULLDOGS 1151 SCOTLAND BEND WATKINSVILLE, GA 30677                                                         | 58-1869533         | 501(C)(3)                          | 20,000.                  | 0.                                |                                                                |                                       | TRAVEL, TRAINING, AND OLYMPIC TEAM PREP |
| STANFORD<br>641 CAMPUS DRIVE<br>STANFORD, CA 94305                                                               | 94-1156365         | GOVERNMENT                         | 15,000.                  | 0.                                |                                                                |                                       | OLYMPIC TEAM PREP                       |
| CAL AQUATICS 135 HAAS PAVILLION BERKELEY, CA 94720                                                               | 83-0376748         |                                    | 15,000.                  | 0.                                |                                                                |                                       | OLYMPIC TEAM PREP                       |
| NATION'S CAPITAL<br>8120 WOODMONT AVENUE #101<br>BETHESDA, MD 20814                                              | 80-0851325         | 501(C)(3)                          | 14,500.                  | 0.                                |                                                                |                                       | CLUB EXCELLENCE GRANT                   |
| SANDPIPERS OF NEVADA 4460 S. DURANGO DR. STE. A LAS VEGAS, NV 89147                                              | 88-0151712         | 1                                  | 14,500.                  | 0.                                |                                                                |                                       | CLUB EXCELLENCE GRANT                   |
| <ul><li>2 Enter total number of section 501(c)(3) a</li><li>3 Enter total number of other organization</li></ul> | -                  |                                    |                          |                                   |                                                                |                                       |                                         |

| Part II Continuation of Grants and Oth             | er Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                | rugo                                  |
|----------------------------------------------------|----------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN              | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| CARMEL SWIM CLUB                                   |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 515 E. MAIN ST STE. 121                            |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CARMEL, IN 46032                                   | 35-1468610           | 501(C)(3)                     | 13,997.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| MASON MANTA RAYS                                   |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 6050 MASON MONTGOMERY ROAD                         | 31-6001070           | E01/G\/2\                     | 12 000                   | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
| MASON, OH 45040                                    | 31-6001070           | 501(C)(3)                     | 12,000.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
| SWIMMAC CAROLINA                                   |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 9850 PROVIDENCE ROAD                               |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CHARLOTTE, NC 28277                                | 59-1769720           | 501(C)(3)                     | 12,000.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| DYNAMO SWIM CLUB                                   |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 3119 SHALLOWFORD ROAD                              |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CHAMBLEE, GA 30341                                 | 58-1076889           | 501(C)(3)                     | 11,925.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
| PLEASANTON SEAHAWKS                                |                      |                               |                          |                                         |                                                                |                                        |                                       |
| PLEASANTON SEAHAWKS PO BOX 1675                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| PLEASANTON, CA 94566                               | 94-2556838           | 501(C)(3)                     | 11,693.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
|                                                    | 31 200000            |                               | 12,000.                  | •                                       |                                                                |                                        |                                       |
| TRIANGLE AQUATIC CENTER                            |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 275 CONVENTION DRIVE                               |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CARY, NC 27511                                     | 14-1839387           | 501(C)(3)                     | 11,382.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| MARLINS OF RALEIGH SWIM TEAM                       |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 4904 WATERS EDGE DR. STE. 295                      | 20.00500             | 504 (5) (0)                   | 11 215                   |                                         |                                                                |                                        |                                       |
| RALEIGH, NC 27606                                  | 30-0050977           | 501(C)(3)                     | 11,315.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
| SWIM ATLANTA AQUATICS                              |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 4850 SUGARLOAF PKWY STE. 702                       |                      |                               |                          |                                         |                                                                |                                        |                                       |
| LAWRENCEVILLE, GA 30044                            | 58-1631501           | 501(C)(3)                     | 11,260.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |
| ,                                                  |                      | , , . ,                       | ==,3:::                  |                                         |                                                                |                                        |                                       |
| LAKESIDE SWIM TEAM                                 |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 1928 WOODBOURNE AVENUE                             |                      |                               |                          |                                         |                                                                |                                        |                                       |
| LOUISVILLE, KY 40205                               | 31-1054854           | 501(C)(3)                     | 11,012.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                 |

| Part II Continuation of Grants and Oth                | er Assistance to Do | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                | - Fage                                      |
|-------------------------------------------------------|---------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------------|
| (a) Name and address of organization or government    | (b) EIN             | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance          |
| MISSION VIEJO NADADORES                               |                     |                               |                          |                                         |                                                                |                                        |                                             |
| 27474 CASTA DEL SOL UNIT 2                            |                     |                               |                          |                                         |                                                                |                                        | TRAVEL, TRAINING, AND                       |
| MISSION VIEJO, CA 92692                               | 33-0099234          | 501(C)(3)                     | 15,951.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| LONG ISLAND AQUATIC CLUB                              |                     |                               |                          |                                         |                                                                |                                        |                                             |
| 750 STUART AVE UNIT F                                 |                     |                               |                          |                                         |                                                                |                                        |                                             |
| GARDEN CITY, NY 11530                                 | 11-3230107          | 501(C)(3)                     | 10,802.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| NORTHERN KY CLIPPERS SWIMMING<br>301 KENTON LAND ROAD |                     |                               |                          |                                         |                                                                |                                        |                                             |
| ERLANGER, KY 41018                                    | 61-1345484          | 501(C)(3)                     | 10,470.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| SIERRA MARLINS SWIM TEAM 711 1/2 SUTTER ST.           | 60,0022020          | E01(G)(2)                     | 10.210                   |                                         |                                                                |                                        | ALUD DVGDLI DVGD GDAVE                      |
| FOLSOM, CA 95630                                      | 68-0032838          | 501(0)(3)                     | 10,318.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| NOVA OF VIRGINIA AQUATICS<br>12207 GAYTON ROAD        |                     |                               |                          |                                         |                                                                |                                        |                                             |
| RICHMOND, VA 23238                                    | 54-1427388          | 501(C)(3)                     | 10,024.                  | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| CHELSEA PIERS AQUATIC CLUB<br>1 BLACHLEY ROAD         |                     |                               |                          |                                         |                                                                |                                        |                                             |
| STAMFORD, CT 06902                                    | 27-3147312          |                               | 9,879.                   | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| BLUEFISH SWIM CLUB<br>PO BOX 726                      |                     |                               |                          |                                         |                                                                |                                        |                                             |
| ATTLEBORO, MA 02703                                   | 20-3358183          | 501(C)(3)                     | 9,466.                   | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |
| NASHVILLE AQUATIC CLUB                                |                     |                               |                          |                                         |                                                                |                                        |                                             |
| 109 RURAL AVENUE<br>NASHVILLE, TN 37209               | 62-0678884          | 501(C)(3)                     | 12,477.                  | 0.                                      |                                                                |                                        | TRAVEL, TRAINING, AND CLUB EXCELLENCE GRANT |
|                                                       | 02 0070004          | 551(5)(5)                     | 12, 17.                  | · ·                                     |                                                                |                                        | eror menulanca orani                        |
| BADGER SWIM CLUB<br>119 ROCKLAND AVENUE               |                     |                               |                          |                                         |                                                                |                                        |                                             |
| LARCHMONT, NY 10538                                   | 36-4790659          | 501(C)(3)                     | 8,207.                   | 0.                                      |                                                                |                                        | CLUB EXCELLENCE GRANT                       |

| Part II Continuation of Grants and Other A                 | Assistance to Doi | nestic Organizations          | and Domestic Go          | vernments (Sche                   | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
|------------------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government         | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| NDIANA SWIM CLUB                                           |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 2040 E ROCK CREEK                                          |                   |                               |                          |                                   |                                                                |                                        |                                    |
| BLOOMINGTON, IN 47401                                      | 23-7364661        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | TRAVEL AND TRAINING                |
| CALIFORNIA AQUATICS (MEN)                                  |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 135 HAAS PAVILLION                                         |                   |                               |                          |                                   |                                                                |                                        |                                    |
| BERKELEY, CA 94720                                         | 83-0376748        |                               | 5,000.                   | 0.                                |                                                                |                                        | TRAVEL AND TRAINING                |
| TUCSON FORD DEALERS AQUATICS                               |                   |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 44233                                               |                   |                               |                          |                                   |                                                                |                                        | TRAVEL, TRAINING, AND              |
| TUCSON, AZ 85733                                           | 86-0373599        | 501(C)(3)                     | 8,242.                   | 0.                                |                                                                |                                        | CLUB EXCELLENCE GRANT              |
| KSWIM LLC                                                  |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 17180 AVINEDA DE SANTA YNEZ                                |                   |                               |                          |                                   |                                                                |                                        |                                    |
| PACIFIC PALISADES, CA 90272                                | 82-2604086        |                               | 5,000.                   | 0.                                |                                                                |                                        | TRAVEL AND TRAINING                |
|                                                            | 02 2001000        |                               | ,,,,,,                   | -                                 |                                                                |                                        |                                    |
| GATOR SWIM CLUB                                            |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 4330 SW 83RD WAY                                           |                   |                               |                          |                                   |                                                                |                                        | TRAVEL, TRAINING, AND              |
| GAINESVILLE, FL 32608                                      | 20-0469415        |                               | 8,088.                   | 0.                                |                                                                |                                        | CLUB EXCELLENCE GRANT              |
| TEAM ELITE                                                 |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 5972 AVENIDA CHAMNEZ                                       |                   |                               |                          |                                   |                                                                |                                        |                                    |
| LA JOLLA, CA 92037                                         | 82-1583239        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | TRAVEL AND TRAINING                |
| SAN BENITO AQUATICS                                        |                   |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 464                                                 |                   |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| HOLLISTER, CA 95024                                        | 94-2463442        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| MUMPO AMI ANMA AOMAMAGA                                    |                   |                               |                          |                                   |                                                                |                                        |                                    |
| METRO ATLANTA AQUATICS 255 SOUTHERLAND TERRACE NE UNIT 202 |                   |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| ATLANTA, GA 30307                                          | 46-3218594        |                               | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
|                                                            | 10 3210374        |                               | 3,000.                   | 0.                                |                                                                |                                        | 5011011                            |
| TAMARAC SWIMMING                                           |                   |                               |                          |                                   |                                                                |                                        |                                    |
| 2401 NW 41ST AVE APT 209                                   |                   |                               |                          | _                                 |                                                                |                                        | DEI MANAGEMENT AND                 |
| LAUDERHILL, FL 33313                                       | 46-3380586        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |

20-4264282

| Part II Continuation of Grants and Othe            | er Assistance to Doi | mestic Organizations          | and Domestic Go          | vernments (Scho                   | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
|----------------------------------------------------|----------------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government | (b) EIN              | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| M3 AQUATICS                                        |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 1435 E 71ST PLACE                                  |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| CHICAGO, IL 60619                                  | 85-1906966           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| RACE SWAMI                                         |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 2751 SOUTH 2700 EAST                               |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| SALT LAKE CITY, UT 84109                           | 27-4648408           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| PDR SWIMMING FOR SUCESS                            |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 1760 MARKET STREET                                 |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| PHILADELPHIA, PA 19103                             | 84-2777596           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
|                                                    |                      |                               |                          |                                   |                                                                |                                        |                                    |
| HEALTHY LIFESTYLE HEALTHY KIDS                     |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 3642 RIVER CLIFF COURT                             |                      |                               |                          | _                                 |                                                                |                                        | DEI MANAGEMENT AND                 |
| DECATUR, GA 30034                                  | 26-3967967           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| DART SWIMMING                                      |                      |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 601034                                      |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| SACRAMENTO, CA 95860                               | 23-7452558           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| DEKALB AQUATICS                                    |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 3783 WATERFRONT COURT                              |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| SNELLVILLE, GA 30039                               | 01-0718987           | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| CROPPIN STATE UNIVERSITY                           |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 2550 W NORTH AVENUE                                |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| BALTIMORE, MD 21216                                | 52-6002033           | GOVERNMENT                    | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
|                                                    |                      |                               |                          |                                   |                                                                |                                        |                                    |
| ELITE RAYS SWIM CLUB                               |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 1117 6TH AVE. APT 1/2                              |                      |                               |                          |                                   |                                                                |                                        | DEI MANAGEMENT AND                 |
| WASHINGTON, DC 20002                               | 84-2597470           |                               | 5,000.                   | 0.                                |                                                                |                                        | SUPPORT                            |
| COASTAL VIRGINIA AQUATICS CLUB                     |                      |                               |                          |                                   |                                                                |                                        |                                    |
| 1107 WOODSMANS COURT                               |                      |                               |                          |                                   |                                                                |                                        | COMMUNITY SWIM TEAM                |
| CHESAPEAKE, VA 23320                               | 84-2638066           |                               | 5,000.                   | 0.                                |                                                                |                                        | DEVELOPMENT                        |

| (a) Type of grant or assistance                               | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-<br>cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------------------------------------|--------------------------|--------------------------|---------------------------------------|-------------------------------------------------------|---------------------------------------|
|                                                               |                          |                          |                                       |                                                       |                                       |
| MEDAL MONEY, ATHLETE STIPENDS AND RECORD BONUSES              | 107                      | 2,420,777.               | 0.                                    |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
| ATHLETE GRANTS                                                | 43                       | 233,152.                 | 0.                                    |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
| Part IV Supplemental Information. Provide the information red | quired in Part I, lin    | e 2; Part III, column    | (b); and any other ac                 | dditional information.                                |                                       |
| PART I, LINE 2:                                               |                          |                          |                                       |                                                       |                                       |
| APPLICANTS MUST QUALIFY, WHERE APP                            | LICABLE,                 | FOR CERTAI               | N GRANTS,                             | AND A FINAL                                           |                                       |
| REPORT IS REQUIRED TO BE SUBMITTED                            | TO USA S                 | WIMMING.                 |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |
|                                                               |                          |                          |                                       |                                                       |                                       |

#### SCHEDULE J (Form 990)

**Compensation Information** 

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

Open to Public Inspection

20-4264282

Name of the organization

Department of the Treasury

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Inspection
Employer identification number

OMB No. 1545-0047

USA SWIMMING, INC.

Yes No 1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. First-class or charter travel Housing allowance or residence for personal use Travel for companions Payments for business use of personal residence Tax indemnification and gross-up payments Health or social club dues or initiation fees Discretionary spending account Personal services (such as maid, chauffeur, chef) b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain 1b Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? 2 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III. X Compensation committee X Written employment contract X Independent compensation consultant X Compensation survey or study X Form 990 of other organizations X Approval by the board or compensation committee During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization: Х **a** Receive a severance payment or change-of-control payment? 4a Х **b** Participate in or receive payment from a supplemental nonqualified retirement plan? 4b X c Participate in or receive payment from an equity-based compensation arrangement? 4c If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III. Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation 5 contingent on the revenues of: Х a The organization? 5a X Any related organization? If "Yes" on line 5a or 5b, describe in Part III. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? 6a X b Any related organization? 6b If "Yes" on line 6a or 6b, describe in Part III. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III Х 7 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III Х 8 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2020

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

|                                      |      | (B) Breakdown of         | W-2 and/or 1099-MI                  | SC compensation                     | (C) Retirement and other deferred | (D) Nontaxable benefits | (E) Total of columns<br>(B)(i)-(D) | (F) Compensation in column (B)            |
|--------------------------------------|------|--------------------------|-------------------------------------|-------------------------------------|-----------------------------------|-------------------------|------------------------------------|-------------------------------------------|
| (A) Name and Title                   |      | (i) Base<br>compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | compensation                      | benefits                | (6)(1)-(U)                         | reported as deferred<br>on prior Form 990 |
| (1) TIMOTHY HINCHEY                  | (i)  | 633,361.                 | 0.                                  | 9,346.                              | 28,500.                           | 34,990.                 | 706,197.                           | 0.                                        |
|                                      | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (2) MICHAEL UNGER                    | (i)  | 428,528.                 | 0.                                  | 0.                                  | 28,500.                           | 34,040.                 | 491,068.                           | 0.                                        |
| VICE PRESIDENT AND COO               | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (3) KATIE MCROBERTS                  | (i)  | 291,914.                 | 0.                                  | 0.                                  | 28,500.                           | 11,841.                 | 332,255.                           | 0.                                        |
| CHIEF ADMINISTRATIVE OFFICER/GENERAL | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (4) LINDSAY MINTENKO                 | (i)  | 224,649.                 | 0.                                  | 0.                                  | 23,076.                           | 24,856.                 | 272,581.                           | 0.                                        |
| MANAGING DIRECTOR, NATIONAL TEAM     | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (5) SHANA FERGUSON                   | (i)  | 240,463.                 | 0.                                  | 0.                                  | 3,772.                            | 22,340.                 | 266,575.                           | 0.                                        |
| cco                                  | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (6) JOEL SHINOFIELD                  | (i)  | 210,091.                 | 0.                                  | 0.                                  | 6,561.                            | 33,358.                 | 250,010.                           | 0.                                        |
| MANAGING DIRECTOR, SPORT DEVELOPMENT | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (7) ERIC SKUFCA                      | (i)  | 209,416.                 | 0.                                  | 0.                                  | 6,494.                            | 31,807.                 | 247,717.                           | 0.                                        |
| CFO                                  | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (8) ISABELLE MCLEMORE                | (i)  | 181,156.                 | 0.                                  | 0.                                  | 18,580.                           | 28,710.                 | 228,446.                           | 0.                                        |
| MANAGING DIRECTOR, COMMUNICATIONS    | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (9) TOM AVISCHIOUS                   | (i)  | 87,462.                  | 0.                                  | 90,177.                             | 18,035.                           | 20,505.                 | 216,179.                           | 0.                                        |
| SENIOR DIRECTOR, TEAM SERVICES       | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| (10) MATTHEW LUPTON                  | (i)  | 135,740.                 | 0.                                  | 0.                                  | 14,333.                           | 32,034.                 | 182,107.                           | 0.                                        |
| SENIOR DIRECTOR, CREATIVE            | (ii) | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (i)  |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                                      | (ii) |                          |                                     |                                     |                                   |                         |                                    |                                           |

| Part III   Supplemental Information                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information. |
| PART I, LINE 4A:                                                                                                                                                                                           |
| TOM AVISCHIOUS, SENIOR DIRECTOR - TEAM SERVICES, RECEIVED SEVERANCE PAYMENT                                                                                                                                |
| OF \$90,177 WHICH WAS INCLUDED ON HIS W-2 AND IS REPORTED ON SCHEDULE J,                                                                                                                                   |
| PART II COLUMN B (III).                                                                                                                                                                                    |
|                                                                                                                                                                                                            |
| PART I, LINE 7:                                                                                                                                                                                            |
| PERFORMANCE BASED COMPENSATION IS PAID TO KEY EMPLOYEES PURSUANT TO THE                                                                                                                                    |
| EMPLOYMENT PRACTICES OF THE ORGANIZATION. THIS COMPENSATION IS NOT BASED                                                                                                                                   |
| ON PERFORMANCE OF THE ORGANIZATION, BUT INSTEAD IS BASED ON INDIVIDUAL                                                                                                                                     |
| PERFORMANCE OF EACH EMPLOYEE.                                                                                                                                                                              |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |
|                                                                                                                                                                                                            |

### **SCHEDULE M** (Form 990)

**Noncash Contributions** 

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service

▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.

➤ Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

Name of the organization USA SWIMMING, INC. Employer identification number 20-4264282

| Pai       | rt I Types of Property                                                | •                             |                                                  |                                                                           | •                                       |     |     |                                                  |
|-----------|-----------------------------------------------------------------------|-------------------------------|--------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------|-----|-----|--------------------------------------------------|
|           | ·                                                                     | (a)<br>Check if<br>applicable | (b) Number of contributions or items contributed | (c) Noncash contribution amounts reported on Form 990, Part VIII, line 10 | (d)<br>Method of de<br>noncash contribu |     |     | s                                                |
| 1         | Art - Works of art                                                    |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 2         | Art - Historical treasures                                            |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 3         | Art - Fractional interests                                            |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 4         | Books and publications                                                |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 5         | Clothing and household goods                                          |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 6         | Cars and other vehicles                                               |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 7         | Boats and planes                                                      |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 8         | Intellectual property                                                 |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 9         | Securities - Publicly traded                                          |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 10        | Securities - Closely held stock                                       |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 11        | Securities - Partnership, LLC, or                                     |                               |                                                  |                                                                           |                                         |     |     |                                                  |
|           | trust interests                                                       |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 12        | Securities - Miscellaneous                                            |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 13        | Qualified conservation contribution -                                 |                               |                                                  |                                                                           |                                         |     |     |                                                  |
|           | Historic structures                                                   |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 14        | Qualified conservation contribution - Other                           |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 15        | Real estate - Residential                                             |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 16        | Real estate - Commercial                                              |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 17        | Real estate - Other                                                   |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 18        | Collectibles                                                          |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 19        | Food inventory                                                        |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 20        | Drugs and medical supplies                                            |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 21        | Taxidermy                                                             |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 22        | Historical artifacts                                                  |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 23        | Scientific specimens                                                  |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 24        | Archeological artifacts                                               |                               |                                                  |                                                                           |                                         |     |     |                                                  |
| 25        | Other (TIMING SYSTEM)                                                 | X                             | 1                                                |                                                                           | FAIR MARKET                             |     |     |                                                  |
| 26        | Other (APPAREL)                                                       | X                             | 3                                                |                                                                           | FAIR MARKET                             |     | LUE |                                                  |
| 27        | Other (AIRLINE CERTI)                                                 | X                             | 1                                                |                                                                           | FAIR MARKET                             |     | LUE |                                                  |
| <u>28</u> | Other                                                                 | X                             | 1                                                | ·                                                                         | FAIR MARKET                             | VA] | LUE |                                                  |
| 29        | Number of Forms 8283 received by the organize                         | -                             |                                                  |                                                                           |                                         |     |     |                                                  |
|           | for which the organization completed Form 82                          | 83, Part V, D                 | onee Acknowledg                                  | ement <b>29</b>                                                           |                                         |     | 1   | ·                                                |
|           |                                                                       |                               |                                                  |                                                                           |                                         |     | Yes | No                                               |
| 30a       | During the year, did the organization receive by                      | -                             | *                                                |                                                                           | <del>-</del>                            |     |     |                                                  |
|           | must hold for at least three years from the date                      |                               | ŕ                                                | •                                                                         |                                         |     |     | v                                                |
|           | exempt purposes for the entire holding period?                        | ?                             |                                                  |                                                                           |                                         | 30a |     | X                                                |
|           | If "Yes," describe the arrangement in Part II.                        | P M A                         |                                                  | of any analysis development the                                           |                                         |     | v   |                                                  |
| 31        | Does the organization have a gift acceptance p                        |                               |                                                  |                                                                           |                                         | 31  | Х   | <del>                                     </del> |
| 32a       | Does the organization hire or use third parties                       |                               | •                                                | , ,                                                                       |                                         | 00- |     | х                                                |
| L         | contributions?                                                        |                               |                                                  |                                                                           |                                         | 32a |     | $\vdash$                                         |
|           | If "Yes," describe in Part II.                                        | olumn (a) fa                  | o tupo of propert                                | for which column (a) is the                                               | pokod                                   |     |     |                                                  |
| 33        | If the organization didn't report an amount in c describe in Part II. | olullili (C) fol              | a type of property                               | non which column (a) is che                                               | eckeu,                                  |     |     |                                                  |
|           | UESCHUE III FAIL II.                                                  |                               |                                                  |                                                                           |                                         |     |     |                                                  |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule M (Form 990) 2020

#### **SCHEDULE 0**

Internal Revenue Service

(Form 990 or 990-EZ) Department of the Treasury

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

► Attach to Form 990 or 990-EZ.

► Go to www.irs.gov/Form990 for the latest information.

Inspection

OMB No. 1545-0047

Name of the organization

SWIMMING

Employer identification number

| USA SWIMMING, INC.                                         | 20-4204202    |
|------------------------------------------------------------|---------------|
| FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISS | ION:          |
| USA SWIMMING IS THE NATIONAL GOVERNING BODY FOR THE SPORT  | OF SWIMMING.  |
| WE ADMINISTER COMPETITIVE SWIMMING IN ACCORDANCE WITH THE  | OLYMPIC &     |
| AMATEUR SPORTS ACT.                                        |               |
|                                                            |               |
| FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MI | SSION:        |
| MEMBERS OF THE SWIMMING COMMUNITY, AND THE STAFF AND VOLUN | TEERS WHO     |
| SERVE THEM. WE ARE COMMITTED TO EXCELLENCE AND THE IMPROV  | EMENT OF OUR  |
| SPORT. WE ARE COMMITTED TO PROVIDING A SAFE AND POSITIVE   | ENVIRONMENT   |
| FOR ALL MEMBERS.                                           |               |
|                                                            |               |
| FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMEN | TS:           |
| DIGITAL TRANSFORMATION PROJECT TO RE-PLATFORM/REARCHITECT  | OUR DATABASE  |
| AND APPLICATION ENVIRONMENT; BUILD A COMPREHENSIVE COACH E | DUCATION      |
| PROGRAM FOR ALL 20,000 OF OUR COACH MEMBERS, AND ASSIST OU | R SAFE SPORT  |
| TEAM IN HELPING ALL OF OUR CLUBS BECOME SAFE SPORT RECOGNI | ZED PROGRAMS. |
|                                                            |               |
| FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMEN | TS:           |
| MESSAGES WHILE CAPITALIZING ON OUR MOST FORWARD-FACING MED | IUM,          |
| OVERSIGHT OF WEBSITE EDITORIAL WAS MOVED TO THE COMMUNICAT | IONS          |
| DEPARTMENT.                                                |               |
|                                                            |               |
| PARTNERSHIPS & EVENT MARKETING                             |               |
| 2020 WAS A DIFFICULT YEAR FOR REVENUE GENERATION FROM PART | NERS AND      |

SPONSORS, BUT USA SWIMMING EXPLORED CREATIVE INITIATIVES TO MAINTAIN

SUCCESSFUL RELATIONSHIPS THROUGH INACTIVITY AND UNDER PAYMENT. WHILE

Name of the organization  ${\bf USA\ SWIMMING\ ,\ INC\ .}$ 

Employer identification number 20-4264282

MOST LIVE EVENTS COULD NOT HAPPEN AS INTENDED, USA SWIMMING CREATED A

MERCHANDISE RELIEF CAMPAIGN TO HELP RAISE MONEY FOR NATIONAL TEAM

ATHLETES. AND FOUND WAYS TO ENGAGE YOUNGER ATHLETES THROUGH COMPETITION

IN THE VIRTUAL SPEEDO SWIM AGAIN SERIES.

#### BUSINESS INTELLIGENCE AND DIGITAL PLATFORMS

ADDITIONAL TARGETING CAPABILITIES AND NEW DATA SOURCE INTEGRATIONS

HIGHLIGHT DATA ARCHITECTURE EXPANSIONS IN 2020. WE CONTINUE TO EXPAND

OUR VIEW OF INDIVIDUALS THROUGH DATA ANALYSIS, WHILE INTEGRATING WITH

ADDITIONAL INTERNAL SYSTEMS TO ENHANCE AND PERSONALIZE OUR MEMBER

OUTREACH.

#### CREATIVE SERVICES & VIDEO PRODUCTIONS

IN EARLY 2020, NBCSN AND THE OLYMPIC CHANNEL AIRED BROADCASTS OF TWO

TYR PRO SWIM SERIES EVENTS BEFORE ALL IN-PERSON EVENTS WERE SHUT DOWN.

USA SWIMMING'S MEMBERSHIP FAVORITE SPLASH MAGAZINE WAS DELIVERED TWICE

TO OVER 300,000 HOUSEHOLDS, A REDUCTION IN PRODUCTION OF 50% TO ACCOUNT

FOR REFINED OPERATIONAL FUNDING DUE TO THE PANDEMIC.

#### FOUNDATION DEVELOPMENT

SUPPORT FOR THE USA SWIMMING FOUNDATION CONTINUED TO PROSPER UNDER THE

STRUCTURE OF THE USA SWIMMING COMMERCIAL TEAM, AND THE TWO ENTITIES

COLLABORATED CLOSER IN 2020 THAN EVER BEFORE. WHILE IT WAS A DIFFICULT

YEAR FOR FUNDRAISING, THERE WERE OPTIMISTIC SURPRISES IN THE FORM OF

NEW DONORS AND RENEWALS OF EXISTING DONOR COMMITMENTS, AND FUNDING

CONTINUED TO SUPPORT THE FOUNDATION'S MISSION OF SAVING LIVES AND

BUILDING CHAMPIONS.

Schedule O (Form 990 or 990-EZ) 2020 Page 2 Name of the organization **Employer identification number** 20-4264282 USA SWIMMING, INC. FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES: RISK MANAGEMENT: AS A BENEFIT OF MEMBERSHIP, USA SWIMMING PROVIDES MEMBERS AND VOLUNTEERS WITH PARTICIPANT ACCIDENT INSURANCE AND PARTICIPANT LIABILITY INSURANCE. MEMBER CLUBS ARE ALSO PROVIDED PUBLIC LIABILITY INSURANCE SO THEY CAN RENT OR LEASE POOL TIME FOR THEIR PRACTICES AND MEETS. ELITE ATHLETE HEALTH INSURANCE AND SPORTS INJURY COORDINATION OF BENEFITS ARE PROVIDED TO NATIONAL TEAM ATHLETES THAT ELECT TO PARTICIPATE IN THE PROGRAM. DOMESTIC AND INTERNATIONAL TRAVEL ACCIDENT INSURANCE IS PROVIDED TO ATHLETES, COACHES AND SUPPORT PERSONNEL WHO TRAVEL TO COMPETITIONS. FOREIGN COMMERCIAL LIABILITY INSURANCE COVERAGES ARE ALSO PROVIDED TO TEAM, STAFF AND VOLUNTEERS WHO TRAVEL ON BEHALF OF THE USA SWIMMING NATIONAL TEAMS. PROFESSIONAL LIABILITY INSURANCE IS PROVIDED TO HEALTH CARE PROFESSIONALS WHO ACT AS EVENT VOLUNTEERS TO THE USA SWIMMING TEAM AT THE REQUEST OF THE NATIONAL TEAM OR UPON APPLICATION TO USA SWIMMING. EXPENSES \$ 2,935,396. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0. FOUNDATION PROGRAMS: USA SWIMMING PROVIDED FUNDING TO ITS AFFILIATE FOUNDATION WHOSE MISSION IS SAVING LIVES AND BUILDING CHAMPIONS. EXPENSES \$ 392,446. INCLUDING GRANTS OF \$ 0. REVENUE \$ 270,000. EVENTS & MEMBER SERVICES: IN 2020, USA SWIMMING HOSTED A REDUCED SCHEDULE OF EVENTS DUE TO THE GLOBAL PANDEMIC. THE MARQUEE EVENT OF 2020 WAS THE DISPERSED TOYOTA U.S. OPEN HELD AT NINE SITES ACROSS THE COUNTRY IN NOVEMBER. THE TOYOTA U.S. OPEN AS WELL AS THE PRE-PANDEMIC TYR PRO SWIM SERIES EVENTS IN KNOXVILLE, TENN. AND DES MOINES, IOWA

WERE BROADCAST LIVE ON NBC NETWORKS. OTHER EVENTS HELD UNDER PANDEMIC

Schedule O (Form 990 or 990-EZ) 2020 Page 2 Name of the organization **Employer identification number** 20-4264282 USA SWIMMING, INC. PROTOCOLS INCLUDED A VIRTUAL 18 & UNDER WINTER CHAMPIONSHIP IN DECEMBER. USA SWIMMING ALSO PROVIDED GUIDANCE AND SUPPORT FOR MANY OTHER LOCAL AND VIRTUAL EVENTS. IN 2020, THE MEMBERSHIP SERVICES STAFF CONTINUED TO PLAY AN INTEGRAL ROLE IN SOLVING MEMBER ISSUES, COORDINATING AMONGST VARIOUS COMMITTEES, IMPROVING THE REGISTRATION PROCESS, SERVING USA SWIMMING'S 59 LOCAL SWIMMING COMMITTEES ("LSCS") AND MANAGING THE ANNUAL BUSINESS MEETING OF THE CORPORATION, WHICH WAS HELD VIRTUALLY FOR THE FIRST TIME WITH APPROXIMATELY 1,200 REGISTERED MEMBERS. LSC SERVICES OVERSEES USA SWIMMING'S SERVICES TO AND COMPLIANCE OF THE LOCAL SWIMMING COMMITTEES (LSC). LSC SERVICES WORKS WITH LSC LEADERS TO FACILITATE INFORMATION SHARING, NETWORKING, SHARED SERVICES, STRATEGIC PLANNING, AND GENERAL LSC OPERATIONS, WHICH ASSIST LSCS IN PROVIDING A HIGHER LEVEL OF SERVICE AND PROGRAMMING TO THEIR MEMBERS. LSC SERVICES FACILITATES THE SWIMPOSIUM PROGRAM, THE ANNUAL ZONE WORKSHOP, TWICE MONTHLY LSC LEADERSHIP CALLS, AS WELL AS MONTHLY LSC GOVERNANCE SERIES CALLS PRESENTED BY THE LSC DEVELOPMENT COMMITTEE. OTHER AREAS OF FOCUS FOR LSC SERVICES CENTER AROUND EXPANDING EDUCATIONAL PROGRAMMING DEVELOPMENT FOR LSC LEADERS IN CONJUNCTION WITH THE LSC DEVELOPMENT COMMITTEE AT THE VIRTUAL ZONE WORKSHOP HELD IN MAY 2020, AND THE MIGHTY MEGA VIRTUAL LEADERSHIP SUMMIT (FOR THE 19 LARGEST SIZED LSCS) IN NOVEMBER. EXPENSES \$ 2,815,305. INCLUDING GRANTS OF \$ 9,454. REVENUE \$ 20,907,764

FORM 990, PART IV, LINE 6

USA SWIMMING INC'S CONSOLIDATED FINANCIAL STATEMENTS INCLUDE AN

Name of the organization **Employer identification number** 20-4264282 USA SWIMMING, INC. ENDOWMENT WHICH IS HELD BY USA SWIMMING FOUNDATION AND REPORTED ON USA SWIMMING FOUNDATION'S FORM 990. FORM 990, PART VI, SECTION A, LINE 2: IN SEPTEMBER 2018, TOM UGAST, CEO OF NATION'S CAPITAL SWIM CLUB, WAS ELECTED TO THE USA SWIMMING BOARD OF DIRECTORS BY THE USA SWIMMING HOUSE OF DELEGATES AND SERVED A TERM ENDING IN SEPTEMBER 2020. IN SEPTEMBER 2019, BRUCE GEMMELL, HEAD SWIM COACH AT NATION'S CAPITAL SWIM CLUB AND AN EMPLOYEE OF UGAST, WAS ELECTED BY HIS PEERS ON THE USA SWIMMING NATIONAL TEAM STEERING COMMITEE TO BE THE COMMMITEE CHAIR, WHICH AUTOMATICALLY RECEIVES AN EX-OFFICION POSITION ON THE USA SWIMMING BOARD OF DIRECTORS. GEMMELL'S INTIAL TERM AS CHAIR ENDS IN SEPTEMBER 2021. FORM 990, PART VI, SECTION A, LINE 6: THE CORPORATION IS A MEMBERSHIP ORGANIZATION. THERE ARE TWO CLASSES OF NON-VOTING MEMBERS, GROUPS AND INDIVIDUALS. MEMBERS HAVE REPRESENTATION THROUGH THE HOUSE OF DELEGATES. EACH LOCAL SWIM COMMITTEE (LSC) HAS MEMBERS IN THE HOUSE OF DELEGATES AND ATHLETES AND COACHES ARE APPOINTED AS MEMBERS OF THE HOUSE OF DELEGATES. FORM 990, PART VI, SECTION A, LINE 7A: MEMBERS ELECT THE BOARD OF DIRECTORS AT AN ANNUAL CONVENTION. FORM 990, PART VI, SECTION A, LINE 7B: THE MEMBER'S HOUSE OF DELEGATES IS RESPONSIBLE FOR THE FOLLOWING ACTIONS:

Name of the organization **Employer identification number** 20-4264282 USA SWIMMING, INC. APPROVAL OF CHANGES TO THE RULEBOOK FORM 990, PART VI, SECTION B, LINE 11B: THE FORM IS DISTRIBUTED TO THE ENTIRE BOARD OF DIRECTORS VIA EMAIL AND ARE GIVEN THE OPPORTUNITY TO PROVIDE INPUT BEFORE FILING. FORM 990, PART VI, SECTION B, LINE 12C: EACH DIRECTOR, OFFICER, COMMITTEE MEMBER AND EMPLOYEE SHALL ANNUALLY SIGN A STATEMENT WHICH AFFIRMS SUCH PERSON: HAS RECEIVED A COPY OF THE CONFLICTS OF INTEREST POLICY, 2. HAS READ AND UNDERSTANDS THE POLICY, 3. HAS AGREED TO COMPLY WITH THE POLICY, AND 4. UNDERSTANDS THAT USA SWIMMING IS A CHARITABLE ORGANIZATION AND IN ORDER TO MAINTAIN ITS FEDERAL TAX EXEMPTION IT MUST ENGAGE PRIMARILY IN ACTIVITIES WHICH ACCOMPLISH ONE OR MORE OF ITS TAX-EXEMPT PURPOSES. THE DISCLOSURE STATEMENTS SHALL BE REVIEWED BY THE CHAIRPERSON OF THE BOARD AND USA SWIMMING'S GENERAL COUNSEL. ANY ISSUES NOT PREVIOUSLY DISCLOSED SHALL BE REFERRED BY HIM OR HER TO THE BOARD OR APPROPRIATE COMMITTEE. THE DISCLOSURE STATEMENTS SHALL BE RETAINED IN THE FILES OF THE GENERAL COUNSEL. FORM 990, PART VI, SECTION B, LINE 15: A SPECIAL COMMITTEE OF THE BOARD OF DIRECTORS DEVELOPED AN EMPLOYMENT CONTRACT FOR THE CURRENT EXECUTIVE DIRECTOR USING COMPARABLE COMPENSATION DATA FROM OTHER NATIONAL GOVERNING BODIES AND LIKE INDUSTRIES. THE HUMAN

RESOURCE DEPARTMENT REVIEWS SALARY SURVEYS AND DATA FROM OTHER NATIONAL

| Name of the organization  USA SWIMMING, INC.               | Employer identification number 20-4264282 |
|------------------------------------------------------------|-------------------------------------------|
| GOVERNING BODIES TO SET AND ADJUST COMPENSATION FOR OFFICE | RS AND OTHER KEY                          |
| EMPLOYEES.                                                 |                                           |
|                                                            |                                           |
| FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY  | OF FORM 990:                              |
| CO,AL,AK,AR,CA,CT,DC,FL,GA,HI,IL,KS,KY,LA,ME,MD,MA,MI,MN,M | S,NH,NJ,NM,NY,NC                          |
| OH,OK,OR,PA,RI,SC,TN,UT,VA,WV,WI,MO,NV,ND,TX,WA            |                                           |
|                                                            |                                           |
| FORM 990, PART VI, SECTION C, LINE 19:                     |                                           |
| THE ORGANIZATION MAKES ITS GOVERNING DOCUMENTS, CONFLICT O | F INTEREST                                |
| POLICY, AND FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC O | N THE                                     |
| ORGANIZATION'S WEBSITE.                                    |                                           |
|                                                            |                                           |
| FORM 990, PART VII, SECTION A, LINE 1A                     |                                           |
| THE NUMBER OF DIRECTORS LISTED IN THIS SECTION IS GREATER  | THAN THE                                  |
| NUMBER OF DIRECTORS REPORTED IN PART VI, SECTION A, LINES  | 1A AND 1B DUE                             |
| TO TURNOVER IN MEMBERS DURING THE YEAR.                    |                                           |
|                                                            |                                           |
| FORM 990, PART VII, SECTION A, LINE 1A                     |                                           |
| THE NUMBER OF HOURS OF OFFICERS, KEY EMPLOYEES, AND HIGHLY | COMPENSATED                               |
| EMPLOYEES IS BASED ON NUMBER OF HOURS FOR A FULL TIME POSI | TION. THE                                 |
| HOURS DO NOT REFLECT ACTUAL HOURS SPENT BY THESE EMPLOYEES | J •                                       |
|                                                            |                                           |
|                                                            |                                           |
| FORM 990, PART XII, LINE 2C                                |                                           |
| THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.           |                                           |
|                                                            |                                           |
|                                                            |                                           |

#### **SCHEDULE R** (Form 990)

Related Organizations and Unrelated Partnerships

• Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

Attach to Form 990.

Department of the Treasury Internal Revenue Service Name of the organization

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

**Employer identification number** 

| USA SWIMMING,                                                                        | INC.                                  |                                               |                               |                                       |         | 20-42642                        | 182                         |                                    |
|--------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------|-------------------------------|---------------------------------------|---------|---------------------------------|-----------------------------|------------------------------------|
| Part I Identification of Disregarded Entities. Comple                                | ete if the organization answered "Ye  | es" on Form 990, Part IV, line 3              | 3.                            |                                       |         |                                 |                             |                                    |
| (a) Name, address, and EIN (if applicable) of disregarded entity                     | (b) Primary activity                  | (c) Legal domicile (state of foreign country) | (d)<br>or Total inco          | me End-of-yea                         |         | Direct c                        | (f)<br>controlling<br>ntity | 9                                  |
|                                                                                      |                                       |                                               |                               |                                       |         |                                 |                             |                                    |
|                                                                                      |                                       |                                               |                               |                                       |         |                                 |                             |                                    |
|                                                                                      |                                       |                                               | 0. Dat W. France (4.1)        |                                       |         |                                 |                             |                                    |
| Part II Identification of Related Tax-Exempt Organizations during the tax year.      | ations. Complete if the organization  | on answered "Yes" on Form 990                 | 0, Part IV, line 34, l        | pecause it had one                    | or more | related tax-exer                | npt                         |                                    |
| (a) Name, address, and EIN of related organization                                   | (b) Primary activity                  | (c) Legal domicile (state or foreign country) | (d)<br>Exempt Code<br>section | (e) Public charity status (if section |         | (f)<br>ct controlling<br>entity | II.                         | g)<br>512(b)(13)<br>rolled<br>ity? |
|                                                                                      |                                       |                                               |                               | 501(c)(3))                            |         |                                 | Yes                         | No                                 |
| USA SWIMMING FOUNDATION, INC 72-1581977  1 OLYMPIC PLAZA  COLORADO SPRINGS, CO 80909 | FUNDRAISING ARM OF USA SWIMMING, INC. | COLORADO                                      | 501(C)(3)                     | 509(A)(3)                             | USA SW  | IMMING,                         | x                           |                                    |
|                                                                                      |                                       |                                               |                               |                                       |         |                                 |                             |                                    |
|                                                                                      |                                       |                                               |                               |                                       |         |                                 |                             |                                    |
|                                                                                      |                                       |                                               |                               |                                       |         |                                 |                             |                                    |

Page 2

Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year. Part III

|                               |                  | -                 | T                  |                                                                      |                |                       |         |           | 1                            |         |                         |
|-------------------------------|------------------|-------------------|--------------------|----------------------------------------------------------------------|----------------|-----------------------|---------|-----------|------------------------------|---------|-------------------------|
| (a)                           | (b)              | (c)               | (d)                | (e)                                                                  | (f)            | (g)                   | (1      | h)        | (i)                          | (j)     | (k)                     |
| Name, address, and EIN        | Primary activity | Legal<br>domicile | Direct controlling | Predominant income                                                   | Share of total | Share of              | Disprop | ortionate | Code V-UBI                   | General | or Percentage           |
| of related organization       |                  | (state or foreign | entity             | (related, unrelated,<br>excluded from tax under<br>sections 512-514) | income         | end-of-year<br>assets | alloca  | itions?   | amount in box 20 of Schedule | partne  | or Percentage ownership |
|                               |                  | country)          |                    | sections 512-514)                                                    |                | 400010                | Yes     | No        | K-1 (Form 1065)              | Yes N   | 0                       |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
| SWIM TRIALS, LLC - 26-0522174 |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
| 1 OLYMPIC PLAZA               |                  |                   |                    | EXEMPT                                                               |                |                       |         |           |                              |         |                         |
| COLORADO SPRINGS, CO 80909    | OLYMPIC TRIALS   | CO                | USA SWIMMING       | FUNCTION                                                             | -57,131.       | 56,482.               |         | X         | N/A                          | X       | 50.00%                  |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               | ]                |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               |                  |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               | ]                |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               | 1                |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               | 1                |                   |                    |                                                                      |                |                       |         |           |                              |         |                         |
|                               | •                |                   |                    | •                                                                    |                |                       |         |           |                              |         |                         |

Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a)                                            | (b)              | (c)                                    | (d)                       | (e)                                             | (f)                   | (g)                               | (h)                     | (   | i)                                |
|------------------------------------------------|------------------|----------------------------------------|---------------------------|-------------------------------------------------|-----------------------|-----------------------------------|-------------------------|-----|-----------------------------------|
| Name, address, and EIN of related organization | Primary activity | Legal domicile<br>(state or<br>foreign | Direct controlling entity | Type of entity<br>(C corp, S corp,<br>or trust) | Share of total income | Share of<br>end-of-year<br>assets | Percentage<br>ownership |     | tion<br>b)(13)<br>rolled<br>tity? |
|                                                |                  | country)                               |                           | ŕ                                               |                       |                                   |                         | Yes | No                                |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | 1                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | ]                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | ]                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | ]                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | 1                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | ]                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                | 1                |                                        |                           |                                                 |                       |                                   |                         |     |                                   |
|                                                |                  |                                        |                           |                                                 |                       |                                   |                         |     |                                   |

Page 3

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

| Not                                                               | te: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.           |                      |                              |              |    | Yes | No |  |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------|------------------------------|--------------|----|-----|----|--|
| 1                                                                 | During the tax year, did the organization engage in any of the following transactions wit       | rith one or more rel | ated organizations listed in | Parts II-IV? |    |     |    |  |
| а                                                                 | Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity |                      |                              |              | 1a | X   |    |  |
|                                                                   |                                                                                                 |                      |                              |              | 1b |     | X  |  |
| С                                                                 | Gift, grant, or capital contribution from related organization(s)                               |                      |                              |              | 1c | Х   |    |  |
|                                                                   | Loans or loan guarantees to or for related organization(s)                                      |                      |                              |              | 1d |     | Х  |  |
|                                                                   | Loans or loan guarantees by related organization(s)                                             |                      |                              |              | 1e |     | X  |  |
|                                                                   | , , , , , , , , , , , , , , , , , , , ,                                                         |                      |                              |              |    |     |    |  |
| f                                                                 | Dividends from related organization(s)                                                          |                      |                              |              | 1f |     | Х  |  |
| g                                                                 | Sale of assets to related organization(s)                                                       |                      |                              |              | 1g |     | X  |  |
|                                                                   | Purchase of assets from related organization(s)                                                 |                      |                              |              | 1h |     | X  |  |
| i                                                                 | Exchange of assets with related organization(s)                                                 |                      |                              |              | 1i |     | X  |  |
| j                                                                 | j Lease of facilities, equipment, or other assets to related organization(s)                    |                      |                              |              |    |     |    |  |
| -                                                                 | •                                                                                               |                      |                              |              |    |     |    |  |
| k                                                                 | Lease of facilities, equipment, or other assets from related organization(s)                    |                      |                              |              | 1k |     | Х  |  |
|                                                                   | Performance of services or membership or fundraising solicitations for related organization     |                      |                              |              | 11 | Х   |    |  |
|                                                                   | Performance of services or membership or fundraising solicitations by related organizat         |                      |                              |              | 1m | Х   |    |  |
| n                                                                 | Sharing of facilities, equipment, mailing lists, or other assets with related organization(s    |                      |                              |              | 1n | Х   |    |  |
|                                                                   |                                                                                                 |                      |                              |              | 10 | Х   |    |  |
|                                                                   |                                                                                                 |                      |                              |              |    |     |    |  |
| р                                                                 | Reimbursement paid to related organization(s) for expenses                                      |                      |                              |              | 1p |     | Х  |  |
|                                                                   | Reimbursement paid by related organization(s) for expenses                                      |                      |                              |              | 1q | Х   |    |  |
| •                                                                 | 1 7 3 (7 1                                                                                      |                      |                              |              |    |     |    |  |
| r                                                                 | Other transfer of cash or property to related organization(s)                                   |                      |                              |              | 1r |     | Х  |  |
| s Other transfer of cash or property from related organization(s) |                                                                                                 |                      |                              |              |    |     |    |  |
|                                                                   | If the answer to any of the above is "Yes," see the instructions for information on who r       |                      |                              |              |    |     |    |  |
|                                                                   | (a)                                                                                             | (b)                  | (c)                          | (d)          |    |     |    |  |

Method of determining amount involved Transaction Name of related organization Amount involved type (a-s) (1) USA SWIMMING FOUNDATION, INC. 882,649.CASH С 200,000.CASH (2) USA SWIMMING FOUNDATION, INC. L 70,000.CASH (3) USA SWIMMING FOUNDATION, INC. Α (4) USA SWIMMING FOUNDATION, INC. 0 392,446.CASH (5) USA SWIMMING FOUNDATION, INC. 200,000. ESTIMATED CASH

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Page 4

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a)<br>Name, address, and EIN<br>of entity | (b)<br>Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | Are all partners sec 501(c)(3) orgs.? | (g)<br>Share of<br>end-of-year<br>assets | Dispretion allocat | opor-<br>late<br>tions? | General manage partner | (k) Al or Percentage ging ownership |
|--------------------------------------------|-------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------|--------------------|-------------------------|------------------------|-------------------------------------|
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                        | 000) 0000                           |

EXTENDED TO NOVEMBER 15, 2021 Form **990-T Exempt Organization Business Income Tax Return** OMB No. 1545-0047 (and proxy tax under section 6033(e)) For calendar year 2020 or other tax year beginning ► Go to www.irs.gov/Form990T for instructions and the latest information. Department of the Treasury ▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3). Internal Revenue Service Check box if Name of organization ( Check box if name changed and see instructions.) address changed. 20-4264282 **B** Exempt under section Print USA SWIMMING, INC. EGroup exemption number (see instructions) X 501(c)(3 Number, street, and room or suite no. If a P.O. box, see instructions. Type 220(e) 1 OLYMPIC PLAZA 408(e) 5367 408A ]530(a) City or town, state or province, country, and ZIP or foreign postal code ]529(a) [ COLORADO SPRINGS, CO 529S Check box if 53,433,219. C Book value of all assets at end of year ..... an amended return. Check organization type ► X 501(c) corporation 501(c) trust 401(a) trust Other trust Applicable reinsurance entity Claim credit from Form 8941 Claim a refund shown on Form 2439 Check if filing only to Check if a 501(c)(3) organization filing a consolidated return with a 501(c)(2) titleholding corporation Enter the number of attached Schedules A (Form 990-T) 3 During the tax year, was the corporation a subsidiary in an affiliated group or a parent-subsidiary controlled group? Yes If "Yes," enter the name and identifying number of the parent corporation. The books are in care of ▶ THE ORGANIZATION (719)866-4578 Telephone number > **Total Unrelated Business Taxable Income** Total of unrelated business taxable income computed from all unrelated trades or businesses (see instructions) 1 2 Reserved 2 3 3 Add lines 1 and 2 Charitable contributions (see instructions for limitation rules) 4 4 Total unrelated business taxable income before net operating losses. Subtract line 4 from line 3 5 5 0. Deduction for net operating loss. See instructions 6 6 Total of unrelated business taxable income before specific deduction and section 199A deduction. 7 7 Subtract line 6 from line 5 1,000. Specific deduction (generally \$1,000, but see instructions for exceptions) 8 8 9 **Trusts.** Section 199A deduction. See instructions 9 10 1,000 Total deductions. Add lines 8 and 9 10 Unrelated business taxable income. Subtract line 10 from line 7. If line 10 is greater than line 7, 11 11 **Tax Computation** Organizations taxable as corporations. Multiply Part I, line 11 by 21% (0.21) 1 Trusts taxable at trust rates. See instructions for tax computation. Income tax on the amount on Tax rate schedule or Schedule D (Form 1041) Part I, line 11 from: 2 Proxy tax. See instructions 3 3 4 Other tax amounts. See instructions 4 Alternative minimum tax (trusts only) 5 5

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Form 990-T (2020)

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LHA

Tax on noncompliant facility income. See instructions

Total. Add lines 3 through 6 to line 1 or 2, whichever applies

For Paperwork Reduction Act Notice, see instructions.

Form 990-T (2020) Page 2 **Tax and Payments** Part III Foreign tax credit (corporations attach Form 1118; trusts attach Form 1116) 1a Other credits (see instructions) 1b b General business credit. Attach Form 3800 (see instructions) 1c Credit for prior year minimum tax (attach Form 8801 or 8827) 1d Total credits. Add lines 1a through 1d Subtract line 1e from Part II, line 7 0. 2 2 Other taxes. Check if from: Form 4255 | Form 8611 | Form 8697 3 Other (attach statement) 3 Total tax. Add lines 2 and 3 (see instructions). Check if includes tax previously deferred under section 1294. Enter tax amount here 4 5 2020 net 965 tax liability paid from Form 965-A or Form 965-B, Part II, column (k), line 4 5 Payments: A 2019 overpayment credited to 2020 6a 2020 estimated tax payments. Check if section 643(g) election applies \_\_\_\_\_ ▶ \_ b 6b Tax deposited with Form 8868 Foreign organizations: Tax paid or withheld at source (see instructions) 6d Backup withholding (see instructions) 6e Credit for small employer health insurance premiums (attach Form 8941) 6f Other credits, adjustments, and payments: Form 2439 Form 4136 Other \_\_\_\_ Total Total payments. Add lines 6a through 6g 7 7 Estimated tax penalty (see instructions). Check if Form 2220 is attached 8 8 Tax due. If line 7 is smaller than the total of lines 4, 5, and 8, enter amount owed 9 9 Overpayment. If line 7 is larger than the total of lines 4, 5, and 8, enter amount overpaid 10 10 Enter the amount of line 10 you want: Credited to 2021 estimated tax 11 Part IV | Statements Regarding Certain Activities and Other Information (see instructions) At any time during the 2020 calendar year, did the organization have an interest in or a signature or other authority Yes No over a financial account (bank, securities, or other) in a foreign country? If "Yes," the organization may have to file FinCEN Form 114, Report of Foreign Bank and Financial Accounts. If "Yes," enter the name of the foreign country Х During the tax year, did the organization receive a distribution from, or was it the grantor of, or transferor to, a Х If "Yes," see instructions for other forms the organization may have to file. Enter the amount of tax-exempt interest received or accrued during the tax year \_\_\_\_\_ > \$ Х Did the organization change its method of accounting? (see instructions) If 4a is "Yes," has the organization described the change on Form 990, 990-EZ, 990-PF, or Form 1128? If "No," explain in Part V Part V Supplemental Information Provide the explanation required by Part IV, line 4b. Also, provide any other additional information. See instructions. Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge. Sign May the IRS discuss this return with Here CFO the preparer shown below (see Signature of officer Date instructions)? X Yes Print/Type preparer's name Preparer's signature Date Check PTIN RITA F. self- employed Paid P00290681 RITA F. CHRISTENSEN CHRISTENSEN 11/09/21 **Preparer** 20-1766527 Firm's name ► WAUGH & GOODWIN, LLP Firm's EIN ▶

1365 GARDEN OF THE GODS,

COLORADO SPRINGS, CO 80907

Form 990-T (2020)

Phone no. (719) 590-9777

**Use Only** 

#### 2

SCHEDULE A (Form 990-T)

# **Unrelated Business Taxable Income From an Unrelated Trade or Business**

OMB No. 1545-0047

2020

**ZUZU** 

Department of the Treasury Internal Revenue Service ► Go to www.irs.gov/Form990T for instructions and the latest information.

▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

Open to Public Inspection for 501(c)(3) Organizations Only

| <b>A</b> N | lame of the organization USA SWIMMING, INC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                      | B Employer identification 20-42642 |            |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------|------------------------------------|------------|
| <b>C</b> ( | Unrelated business activity code (see instructions) > 51112                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0       |                      | <b>D</b> Sequence:                 | 1 of 3     |
|            | S S S S S S S S S S S S S S S S S S S                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TNE     |                      |                                    |            |
|            | Describe the unrelated trade or business SPLASH MAGAZ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TME     |                      |                                    |            |
| Pa         | TI Unrelated Trade or Business Income                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         | (A) Income           | (B) Expenses                       | (C) Net    |
| 1 a        | Gross receipts or sales                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |         |                      |                                    |            |
|            | Less returns and allowances c Balance ▶                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1c      |                      |                                    |            |
| 2          | Cost of goods sold (Part III, line 8)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2       |                      |                                    |            |
| 3          | Gross profit. Subtract line 2 from line 1c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3       |                      |                                    |            |
| 4 a        | Capital gain net income (attach Sch D (Form 1041 or Form                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         |                      |                                    |            |
|            | 1120)) (see instructions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4a      |                      |                                    |            |
| b          | Net gain (loss) (Form 4797) (attach Form 4797) (see instructions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4b      |                      |                                    |            |
| С          | Capital loss deduction for trusts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4c      |                      |                                    |            |
| 5          | Income (loss) from a partnership or an S corporation (attach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                      |                                    |            |
|            | statement)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 5       |                      |                                    |            |
| 6          | Rent income (Part IV)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 6       |                      |                                    |            |
| 7          | Unrelated debt-financed income (Part V)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 7       |                      |                                    |            |
| 8          | Interest, annuities, royalties, and rents from a controlled                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                      |                                    |            |
|            | organization (Part VI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 8       |                      |                                    |            |
| 9          | Investment income of section 501(c)(7), (9), or (17)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |                      |                                    |            |
|            | organizations (Part VII)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 9       |                      |                                    |            |
| 10         | Exploited exempt activity income (Part VIII)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 10      | 105.060              | 70.061                             | 22 000     |
| 11         | Advertising income (Part IX)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 11      | 105,060.             | 72,061.                            | 32,999.    |
| 12         | Other income (see instructions; attach statement)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 12      | 105 060              | 70 061                             | 22 000     |
| 13         | Total. Combine lines 3 through 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 13      | 105,060.             | 72,061.                            | 32,999.    |
| Pa         | <b>Deductions Not Taken Elsewhere</b> (See instruction directly connected with the unrelated business in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |         | r limitations on ded | luctions) Deductior                | ns must be |
|            | Owner, the state of the state o |         |                      |                                    | <u> </u>   |
| 1          | Compensation of officers, directors, and trustees (Part X)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                      |                                    |            |
| 2          | Salaries and wages                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |                      |                                    |            |
| 4          | Repairs and maintenance Bad debts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |                      |                                    |            |
| 5          | Interest (attach statement) (see instructions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |                      |                                    |            |
| 6          | Taxes and licenses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |                      |                                    |            |
| 7          | Depreciation (attach Form 4562) (see instructions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         | 7                    |                                    |            |
| 8          | Less depreciation claimed in Part III and elsewhere on return                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |                      | 8b                                 |            |
| 9          | Depletion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |         | •                    | 9                                  |            |
| 10         | Contributions to deferred compensation plans                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |         |                      | 10                                 |            |
| 11         | Employee benefit programs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |         |                      |                                    |            |
| 12         | Excess exempt expenses (Part VIII)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |         |                      |                                    |            |
| 13         | Excess readership costs (Part IX)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |                      |                                    | 32,999.    |
| 14         | Other deductions (attach statement)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |         |                      |                                    |            |
| 15         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |                      |                                    | 32,999.    |
| 16         | Unrelated business income before net operating loss deduction. Su                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |         |                      |                                    |            |
|            | column (C)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |         |                      | 16                                 | 0.         |
| 17         | Deduction for net operating loss (see instructions)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |         |                      |                                    | 0.         |
| 18         | Unrelated business taxable income. Subtract line 17 from line 16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <u></u> |                      | 18                                 |            |

| Part     | III Cost of Goods Sold Enter met                                                                                        | hod of inventory valuation | on <b>•</b>              |               | Page Z   |
|----------|-------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------|---------------|----------|
| 1        | Little mot                                                                                                              | nod of inventory valuation |                          | 1             |          |
| 2        | Purchases                                                                                                               |                            |                          |               |          |
| 3        | Cost of labor                                                                                                           |                            |                          |               |          |
| 4        | Additional section 263A costs (attach statement)                                                                        |                            |                          |               |          |
| 5        | Other costs (attach statement)                                                                                          |                            |                          |               |          |
| 6        | Total. Add lines 1 through 5                                                                                            |                            |                          |               |          |
| 7        | Inventory at end of year                                                                                                |                            |                          |               |          |
| 8        | Cost of goods sold. Subtract line 7 from line 6. Enter                                                                  |                            |                          |               |          |
| 9        | Do the rules of section 263A (with respect to property                                                                  | •                          |                          |               | Yes No   |
| Part     |                                                                                                                         |                            |                          |               |          |
| 1        | Description of property (property street address, city, s                                                               |                            | -                        |               |          |
| -        | A                                                                                                                       | ,,-                        |                          | ,             |          |
|          | В                                                                                                                       |                            |                          |               |          |
|          | С                                                                                                                       |                            |                          |               |          |
|          | D                                                                                                                       |                            |                          |               |          |
|          |                                                                                                                         | A                          | В                        | С             |          |
| 2        | Rent received or accrued                                                                                                |                            |                          |               |          |
| а        | From personal property (if the percentage of                                                                            |                            |                          |               |          |
|          | rent for personal property is more than 10%                                                                             |                            |                          |               |          |
|          | but not more than 50%)                                                                                                  |                            |                          |               |          |
| b        | From real and personal property (if the                                                                                 |                            |                          |               |          |
|          | percentage of rent for personal property exceeds                                                                        |                            |                          |               |          |
|          | 50% or if the rent is based on profit or income)                                                                        |                            |                          |               |          |
| С        | Total rents received or accrued by property.                                                                            |                            |                          |               |          |
|          | Add lines 2a and 2b, columns A through D                                                                                |                            |                          |               |          |
|          |                                                                                                                         |                            |                          |               |          |
| 3        | Total rents received or accrued. Add line 2c columns A                                                                  | through D. Enter here      | and on Part I, line 6, c | olumn (A)     | 0.       |
|          | Deductions directly connected with the income                                                                           |                            |                          |               |          |
| 4        | in lines 2(a) and 2(b) (attach statement)                                                                               |                            |                          |               |          |
|          |                                                                                                                         |                            |                          |               |          |
| 5        | Total deductions. Add line 4 columns A through D. Er                                                                    | nter here and on Part I, I | ine 6, column (B)        | <b>&gt;</b>   | 0.       |
| Part     | V Unrelated Debt-Financed Income (s                                                                                     | ee instructions)           |                          |               |          |
| 1        | Description of debt-financed property (street address,                                                                  | city, state, ZIP code). Ch | neck if a dual-use (see  | instructions) |          |
|          | A                                                                                                                       |                            |                          |               |          |
|          | В                                                                                                                       |                            |                          |               |          |
|          | c                                                                                                                       |                            |                          |               |          |
|          | D                                                                                                                       | 1                          |                          |               |          |
|          |                                                                                                                         | Α                          | В                        | С             | D        |
| 2        | Gross income from or allocable to debt-financed                                                                         |                            |                          |               |          |
|          | property                                                                                                                |                            |                          |               |          |
| 3        | Deductions directly connected with or allocable                                                                         |                            |                          |               |          |
|          | to debt-financed property                                                                                               |                            |                          |               |          |
| а        | Straight line depreciation (attach statement)                                                                           |                            |                          |               |          |
| b        | Other deductions (attach statement)                                                                                     |                            |                          |               |          |
| С        | Total deductions (add lines 3a and 3b,                                                                                  |                            |                          |               |          |
|          | columns A through D)                                                                                                    |                            |                          |               |          |
| 4        | Amount of average acquisition debt on or allocable                                                                      |                            |                          |               |          |
|          | to debt-financed property (attach statement)                                                                            |                            |                          |               |          |
| 5        | Average adjusted basis of or allocable to debt-                                                                         |                            |                          |               |          |
| _        | financed property (attach statement)                                                                                    |                            |                          |               |          |
| 6        | Divide line 4 by line 5                                                                                                 |                            | %                        | %             | <u>%</u> |
| 7        | Gross income reportable. Multiply line 2 by line 6                                                                      |                            |                          |               |          |
| 8        | Total gross income (add line 7, columns A through D                                                                     | ). Enter here and on Par   | I, line 7, column (A)    | <b>&gt;</b>   | 0.       |
| _        | Allocable deduction Ad III I I I I I                                                                                    | Т                          | Т                        | T             |          |
| 9        | Allocable deductions. Multiply line 3c by line 6                                                                        | rough D. Fister Issue - 1  | on Dort Libra 7          | mn (D)        | 0.       |
| 10<br>11 | <b>Total allocable deductions.</b> Add line 9, columns A th <b>Total dividends-received deductions</b> included in line |                            |                          |               | 0.       |
|          |                                                                                                                         |                            |                          |               |          |

2

|            | ule A (Form 990-T) 2020<br>VI Interest, Annu                       |               | ovalties, and Re                           | ents fror   | n Control                              | led Or                                                                   | ganizations                                    | S (see ii                                  | nstruction                        | nne)                                                           | Page 3                                                       |
|------------|--------------------------------------------------------------------|---------------|--------------------------------------------|-------------|----------------------------------------|--------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------|-----------------------------------|----------------------------------------------------------------|--------------------------------------------------------------|
| · uit      |                                                                    |               | , s , a                                    |             | 55114101                               |                                                                          | Exempt Contro                                  | ,                                          |                                   |                                                                |                                                              |
|            | Name of controlle<br>organization                                  | d             | 2. Employer identification number          | incon       | unrelated<br>ne (loss)<br>structions)  | 4. Tota                                                                  | al of specified<br>nents made                  | 5. Part of that is incontrolling tion's gr | of colum<br>cluded in<br>ng organ | n 4<br>n the<br>niza-                                          | 6. Deductions directly connected with income in column 5     |
| (1)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                | January Gr                                 |                                   |                                                                |                                                              |
| (2)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (3)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| <u>(4)</u> |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
|            |                                                                    | T             |                                            | <del></del> | Controlled O                           |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| 7          | . Taxable Income                                                   | ir            | Net unrelated acome (loss) e instructions) |             | otal of specif<br>yments mad           |                                                                          | that is inc                                    |                                            | he                                | (                                                              | Deductions directly connected with ome in column 10          |
| (1)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (2)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (3)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (4)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
|            |                                                                    |               |                                            |             |                                        | Add columns 5 and 10.<br>Enter here and on Part I,<br>line 8, column (A) |                                                | ırt I,                                     | Ente                              | columns 6 and 11.<br>r here and on Part I,<br>ne 8, column (B) |                                                              |
| Totals     |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            | 0.                                |                                                                | 0.                                                           |
| Part       | VII Investment                                                     | Income        | of a Section 50                            | 1(c)(7), (  | 9), or (17)                            | Orgar                                                                    | nization (s                                    | ee instruc                                 | tions)                            |                                                                |                                                              |
|            | rt VII Investment Income of a Section 50  1. Description of income |               | income                                     |             | 2. Amou incor                          |                                                                          | 3. Deduction directly connected (attach states | ected (at                                  | <b>4.</b> Set-a<br>tach sta       |                                                                | 5. Total deductions<br>and set-asides<br>(add cols 3 and 4)  |
| (1)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (2)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (3)        |                                                                    |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| (4)        |                                                                    |               |                                            |             | Add amo                                | ınte in                                                                  |                                                | _                                          |                                   |                                                                | Add amounts in                                               |
|            |                                                                    |               |                                            |             | column 2<br>here and o<br>line 9, colu | . Enter<br>n Part I,                                                     |                                                |                                            |                                   |                                                                | column 5. Enter<br>here and on Part I,<br>line 9, column (B) |
| Totals     |                                                                    |               |                                            | <b>&gt;</b> |                                        | 0.                                                                       |                                                |                                            |                                   |                                                                | 0.                                                           |
| Part       | VIII Exploited E                                                   | xempt A       | ctivity Income,                            | Other 1     | Than Adve                              | ertising                                                                 | g Income                                       | see instru                                 | ctions)                           |                                                                |                                                              |
| 1          | Description of exploite                                            | ed activity:  |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
| 2          | Gross unrelated busin                                              | ess incom     | e from trade or busir                      | ness. Ente  | r here and o                           | n Part I,                                                                | line 10, colum                                 | n (A)                                      |                                   | 2                                                              |                                                              |
| 3          | Expenses directly con                                              |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                | •                                                            |
|            | line 10, column (B)                                                |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   | 3                                                              | 0.                                                           |
| 4          | Net income (loss) from lines 5 through 7                           |               | trade or business. \$                      |             |                                        |                                                                          |                                                |                                            |                                   | 4                                                              |                                                              |
| 5          | Gross income from ac                                               |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   | 5                                                              | 0.                                                           |
| 6          | Expenses attributable                                              |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   | 6                                                              | 0.                                                           |
| 7          | Excess exempt expen                                                |               |                                            |             |                                        |                                                                          |                                                |                                            |                                   |                                                                |                                                              |
|            | 4. Enter here and on F                                             | Part II, line | 12                                         |             |                                        | <u></u>                                                                  |                                                |                                            |                                   | 7                                                              | 0.                                                           |

Schedule A (Form 990-T) 2020

| Part       | IX Advertising Income                                  |                                       |                  |                 |                    |
|------------|--------------------------------------------------------|---------------------------------------|------------------|-----------------|--------------------|
| 1          | Name(s) of periodical(s). Check box if reporting to    | vo or more periodicals on a co        | nsolidated basis | STATEM          | ENT 1              |
|            | A X SPLASH MAGAZINE                                    |                                       |                  |                 |                    |
|            | В                                                      |                                       |                  |                 |                    |
|            | c 🗌                                                    |                                       |                  |                 |                    |
|            | D                                                      |                                       |                  |                 |                    |
| Enter a    | amounts for each periodical listed above in the corr   | responding column.                    |                  |                 |                    |
|            |                                                        | Α                                     | В                | С               | D                  |
| 2          | Gross advertising income                               | 105,060.                              |                  |                 |                    |
|            | Add columns A through D. Enter here and on Par         | t I, line 11, column (A)              |                  | <b>&gt;</b>     | 105,060.           |
| а          |                                                        |                                       |                  |                 |                    |
| 3          | Direct advertising costs by periodical                 | 72,061.                               |                  |                 |                    |
| а          | Add columns A through D. Enter here and on Par         | t I, line 11, column (B)              |                  | <b>&gt;</b>     | 72,061.            |
|            |                                                        |                                       |                  |                 |                    |
| 4          | Advertising gain (loss). Subtract line 3 from line     |                                       |                  |                 |                    |
|            | 2. For any column in line 4 showing a gain,            |                                       |                  |                 |                    |
|            | complete lines 5 through 8. For any column in          |                                       |                  |                 |                    |
|            | line 4 showing a loss or zero, do not complete         |                                       |                  |                 |                    |
|            | lines 5 through 7, and enter zero on line 8            | 100                                   |                  |                 |                    |
| 5          | Readership costs                                       |                                       |                  |                 |                    |
| 6          | Circulation income                                     | 342,946.                              |                  |                 |                    |
| 7          | Excess readership costs. If line 6 is less than        |                                       |                  |                 |                    |
|            | line 5, subtract line 6 from line 5. If line 5 is less | 65.004                                |                  |                 |                    |
|            | than line 6, enter zero                                | 65,281.                               |                  |                 |                    |
| 8          | Excess readership costs allowed as a                   |                                       |                  |                 |                    |
|            | deduction. For each column showing a gain on           | 22 000                                |                  |                 |                    |
|            | line 4, enter the lesser of line 4 or line 7           | · · · · · · · · · · · · · · · · · · · |                  |                 |                    |
| а          | Add line 8, columns A through D. Enter the great       |                                       | or zero here an  | d on            | 22 000             |
| Part       | X Compensation of Officers, Direc                      | toro and Trustage                     |                  | <b></b>         | 32,999.            |
| Part       | Compensation of Officers, Direct                       | tors, and musices (see                | instructions)    |                 | 4.0                |
|            | 4 Nove                                                 | O T.H.                                |                  | 3. Percentage   | 4. Compensation    |
|            | 1. Name                                                | <b>2.</b> Title                       |                  | of time devoted | attributable to    |
| (1)        |                                                        |                                       |                  | to business %   | unrelated business |
| (2)        | <u> </u>                                               |                                       |                  | %               |                    |
| (3)        |                                                        |                                       |                  | %               |                    |
| (4)        |                                                        |                                       |                  | %               |                    |
| <u>(+)</u> |                                                        |                                       |                  | 70              |                    |
| Total      | . Enter here and on Part II, line 1                    |                                       |                  |                 | 0.                 |
| Part       | ,                                                      |                                       |                  |                 |                    |
|            | (occ iii                                               | otraotionoj                           |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |
|            |                                                        |                                       |                  |                 |                    |

|                 | **                   | RIODICALS INCLU<br>PATED PERIODICA |                 | STATEMENT 1     |                  |  |
|-----------------|----------------------|------------------------------------|-----------------|-----------------|------------------|--|
|                 |                      | GROSS<br>INCOME                    | DIRECT<br>COSTS | CIRC.<br>INCOME | RDRSHIP<br>COSTS |  |
| SPLASH MAGAZINE | - SPLASH<br>MAGAZINE | 105.060.                           | 72 061.         | 342.946.        | 408.227.         |  |

B Employer identification number

#### 3

**SCHEDULE A** (Form 990-T)

### **Unrelated Business Taxable Income** From an Unrelated Trade or Business

OMB No. 1545-0047

Department of the Treasury Internal Revenue Service

Name of the organization

► Go to www.irs.gov/Form990T for instructions and the latest information.

▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

501(c)(3) Organizations Only

|            | USA SWIMMING, INC.                                                                                |     |               |            |      | 20-4            | 12642   | 82           |                   |
|------------|---------------------------------------------------------------------------------------------------|-----|---------------|------------|------|-----------------|---------|--------------|-------------------|
| <b>:</b> L | nrelated business activity code (see instructions) > 54190                                        | 0   |               |            |      | <b>D</b> Sequer | nce:    | 2 of         | 3                 |
|            |                                                                                                   |     |               |            |      |                 |         |              |                   |
| E C        | escribe the unrelated trade or business MAILING LIST                                              | SAL | ES            |            |      |                 |         |              |                   |
| Par        | t I Unrelated Trade or Business Income                                                            |     | (A) In        | come       |      | (B) Expen       | ses     | (C)          | Net               |
| 1 a        | Gross receipts or sales                                                                           |     |               |            |      |                 |         |              |                   |
|            | Less returns and allowances c Balance                                                             | 1c  |               |            |      |                 |         |              |                   |
| 2          | Cost of goods sold (Part III, line 8)                                                             | 2   |               |            |      |                 |         |              |                   |
| 3          | Gross profit. Subtract line 2 from line 1c                                                        | 3   |               |            |      |                 |         |              |                   |
| 4 a        | Capital gain net income (attach Sch D (Form 1041 or Form                                          |     |               |            |      |                 |         |              |                   |
|            | 1120)) (see instructions)                                                                         | 4a  |               |            |      |                 |         |              |                   |
| b          | Net gain (loss) (Form 4797) (attach Form 4797) (see instructions)                                 | 4b  |               |            |      |                 |         |              |                   |
| С          | Capital loss deduction for trusts                                                                 | 4c  |               |            |      |                 |         |              |                   |
| 5          | Income (loss) from a partnership or an S corporation (attach                                      |     |               |            |      |                 |         |              |                   |
| _          | statement)                                                                                        | 5   |               |            |      |                 |         |              |                   |
| 6          | Rent income (Part IV)                                                                             | 7   |               |            |      |                 |         |              |                   |
| 7          | Unrelated debt-financed income (Part V)                                                           |     |               |            |      |                 |         |              |                   |
| 8          | Interest, annuities, royalties, and rents from a controlled                                       | 8   |               |            |      |                 |         |              |                   |
| 9          | organization (Part VI)  Investment income of section 501(c)(7), (9), or (17)                      | •   |               |            |      |                 |         |              |                   |
| 9          |                                                                                                   | 9   |               |            |      |                 |         |              |                   |
| 10         | organizations (Part VII)  Exploited exempt activity income (Part VIII)                            | 10  |               |            |      |                 |         |              |                   |
| 10<br>11   | Advertising income (Part IX)                                                                      | 11  |               |            |      |                 |         |              |                   |
| 12         | Other income (see instructions; attach statement)                                                 | 12  |               |            |      |                 |         |              |                   |
| 13         | Total. Combine lines 3 through 12                                                                 | 13  |               | 0.         |      |                 |         |              |                   |
| Par        | Deductions Not Taken Elsewhere (See instruction directly connected with the unrelated business in |     | or limitation | ons on dec | duct | ions) De        | duction | ns must b    | e<br>             |
| 1          | Compensation of officers, directors, and trustees (Part X)                                        |     |               |            |      |                 | . 1     |              |                   |
| 2          | Salaries and wages                                                                                |     |               |            |      |                 | 2       |              |                   |
| 3          | Repairs and maintenance                                                                           |     |               |            |      |                 | 3       |              |                   |
| 4          | Bad debts                                                                                         |     |               |            |      |                 | 4       |              |                   |
| 5          | Interest (attach statement) (see instructions)                                                    |     |               |            |      |                 |         |              |                   |
| 6          | Taxes and licenses                                                                                |     |               | ······     |      |                 | 6       |              |                   |
| 7          | Depreciation (attach Form 4562) (see instructions)                                                |     |               |            |      |                 |         |              |                   |
| 8          | Less depreciation claimed in Part III and elsewhere on return                                     |     |               |            |      |                 | 8b      |              |                   |
| 9          | Depletion                                                                                         |     |               |            |      |                 | 9       |              |                   |
| 10         | Contributions to deferred compensation plans                                                      |     |               |            |      |                 |         |              |                   |
| 11         | Employee benefit programs                                                                         |     |               |            |      |                 |         |              |                   |
| 12         | Excess exempt expenses (Part VIII)                                                                |     |               |            |      |                 |         |              |                   |
| 13         | Excess readership costs (Part IX)                                                                 |     |               |            |      |                 |         |              |                   |
| 14         | Other deductions (attach statement)                                                               |     |               |            |      |                 |         |              | ^                 |
| 15         | Total deductions. Add lines 1 through 14                                                          |     |               |            |      |                 | . 15    |              | 0.                |
| 16         | Unrelated business income before net operating loss deduction. Su                                 |     |               | •          | •    |                 | 1.0     |              | Λ                 |
|            | column (C)                                                                                        |     |               |            |      |                 |         |              | 0.                |
| 17         | Deduction for net operating loss (see instructions)                                               |     |               |            |      |                 |         |              | 0.                |
| 18<br>HA   | Unrelated business taxable income. Subtract line 17 from line 16                                  | ·   |               |            |      |                 |         | Ilo A (Faura | 990-T) 2020       |
| $H\Delta$  | FOR PARENCER REQUIRTION ACTINATION SAA INSTRUCTIONS                                               |     |               |            |      |                 | Schedu  | IIA A IFORM  | uull   1 1 7(17() |

|      | ule A (Form 990-T) 2020                                      |                          |                             |                                        | Page 2 |
|------|--------------------------------------------------------------|--------------------------|-----------------------------|----------------------------------------|--------|
| Part | III Cost of Goods Sold Enter meth                            | nod of inventory valua   | ation                       |                                        |        |
| 1    | Inventory at beginning of year                               |                          |                             | 1                                      |        |
| 2    | Purchases                                                    |                          |                             | 2                                      |        |
| 3    | Cost of labor                                                |                          |                             | 3                                      |        |
| 4    | Additional section 263A costs (attach statement)             |                          |                             | 4                                      |        |
| 5    | Other costs (attach statement)                               |                          |                             | 5                                      |        |
| 6    | Total. Add lines 1 through 5                                 |                          |                             | 6                                      |        |
| 7    | Inventory at end of year                                     |                          |                             |                                        |        |
| 8    | Cost of goods sold. Subtract line 7 from line 6. Enter h     | nere and in Part I, line | 2                           | 8                                      |        |
| 9    | Do the rules of section 263A (with respect to property p     |                          |                             |                                        | Yes No |
| Part | IV Rent Income (From Real Property and                       | Personal Prope           | erty Leased with Re         | al Property)                           |        |
| 1    | Description of property (property street address, city, s    | tate, ZIP code). Chec    | k if a dual-use (see instru | ctions)                                |        |
|      | A                                                            |                          |                             |                                        |        |
|      | В                                                            |                          |                             |                                        |        |
|      | c 🗆                                                          |                          |                             |                                        |        |
|      | D                                                            |                          |                             |                                        |        |
|      |                                                              | Α                        | В                           | С                                      | D      |
| 2    | Rent received or accrued                                     |                          |                             |                                        |        |
| а    | From personal property (if the percentage of                 |                          |                             |                                        |        |
|      | rent for personal property is more than 10%                  |                          |                             |                                        |        |
|      | but not more than 50%)                                       |                          |                             |                                        |        |
| b    | From real and personal property (if the                      |                          |                             |                                        |        |
|      | percentage of rent for personal property exceeds             |                          |                             |                                        |        |
|      | 50% or if the rent is based on profit or income)             |                          |                             |                                        |        |
| С    | Total rents received or accrued by property.                 |                          |                             |                                        |        |
| _    | Add lines 2a and 2b, columns A through D                     |                          |                             |                                        |        |
| 5    | Total deductions. Add line 4 columns A through D. En         |                          | I, line 6, column (B)       | <b>&gt;</b>                            | 0.     |
| Part | Įe.                                                          |                          |                             |                                        |        |
| 1    | Description of debt-financed property (street address, o     | sity, state, ZIP code).  | Check if a dual-use (see i  | nstructions)                           |        |
|      | A                                                            |                          |                             |                                        |        |
|      | В                                                            |                          |                             |                                        |        |
|      | c                                                            |                          |                             |                                        |        |
|      | D                                                            |                          | T T                         |                                        |        |
|      |                                                              | Α                        | В                           | С                                      | D      |
| 2    | Gross income from or allocable to debt-financed              |                          |                             |                                        |        |
|      | property                                                     |                          |                             |                                        |        |
| 3    | Deductions directly connected with or allocable              |                          |                             |                                        |        |
|      | to debt-financed property                                    |                          |                             |                                        |        |
| а    | Straight line depreciation (attach statement)                |                          |                             |                                        |        |
| b    | Other deductions (attach statement)                          |                          |                             |                                        |        |
| С    | Total deductions (add lines 3a and 3b,                       |                          |                             |                                        |        |
|      | columns A through D)                                         |                          |                             |                                        |        |
| 4    | Amount of average acquisition debt on or allocable           |                          |                             |                                        |        |
|      | to debt-financed property (attach statement)                 |                          |                             |                                        |        |
| 5    | Average adjusted basis of or allocable to debt-              |                          |                             |                                        |        |
|      | financed property (attach statement)                         |                          | 1                           |                                        |        |
| 6    | Divide line 4 by line 5                                      | Ç                        | % %                         | %                                      | %      |
| 7    | Gross income reportable. Multiply line 2 by line 6           |                          |                             |                                        |        |
| 8    | Total gross income (add line 7, columns A through D).        | Enter here and on P      | art I, line 7, column (A)   | ······································ | 0.     |
|      | ı                                                            |                          |                             | T                                      |        |
| 9    | Allocable deductions. Multiply line 3c by line 6             |                          |                             |                                        |        |
| 10   | <b>Total allocable deductions.</b> Add line 9, columns A thr |                          |                             |                                        | 0.     |
| 11   | Total dividends-received deductions included in line         | 10                       |                             | <b>&gt;</b>                            | 0.     |

| Part           | VI Interest, Annu                 | uities, Ro   | oyalties, and Re                           | ents fror  | n Control                                          | led Or               | ganizations                     | s (see ins                                             | structio                    | ons)                    | Page 3                                                                |  |
|----------------|-----------------------------------|--------------|--------------------------------------------|------------|----------------------------------------------------|----------------------|---------------------------------|--------------------------------------------------------|-----------------------------|-------------------------|-----------------------------------------------------------------------|--|
|                |                                   | -            |                                            |            |                                                    |                      | Exempt Contro                   |                                                        |                             |                         |                                                                       |  |
|                | Name of controlle<br>organization | d            | 2. Employer identification number          | incon      | unrelated<br>ne (loss)<br>structions)              | 4. Tota              | al of specified<br>ments made   | 5. Part of that is incluced toon's gross               | colum<br>uded ir<br>g orgar | n 4 6<br>n the<br>niza- | connected with                                                        |  |
| (1)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (2)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (3)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (4)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
|                |                                   |              | No                                         | nexempt C  | Controlled O                                       | rganizati            | ions                            |                                                        |                             |                         |                                                                       |  |
| 7              | '. Taxable Income                 | ir           | Net unrelated acome (loss) e instructions) |            | otal of specit<br>yments mad                       |                      | that is inc                     | of column 9<br>cluded in the<br>organization<br>income | e                           | С                       | Deductions directly onnected with one in column 10                    |  |
| (1)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (2)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (3)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (4)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
|                |                                   |              |                                            |            |                                                    |                      | Enter here                      | nns 5 and 10<br>and on Part<br>column (A)              | t I,                        | Enter                   | columns 6 and 11.<br>here and on Part I,<br>le 8, column (B)          |  |
| Totals<br>Part | VII Investment                    | Income       | of a Section 50                            | 1(0)(7) (  | (a) or (17)                                        | ▶                    | nization (-                     |                                                        | 0.                          |                         | 0.                                                                    |  |
| - uit          |                                   | cription of  |                                            | 1(0)(1), ( | 2. Amou                                            |                      | 3. Deduction                    | ee instruction                                         | sns)<br>• Set-a             | oidoo                   | 5. Total deductions                                                   |  |
|                | 200                               | onpuon or    |                                            |            | incor                                              |                      | directly conne<br>(attach state | ected (atta                                            |                             | itement)                | 1                                                                     |  |
| (1)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (2)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (3)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| (4)            |                                   |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| Totals         |                                   |              |                                            | •          | Add amor<br>column 2<br>here and o<br>line 9, colu | . Enter<br>n Part I, |                                 |                                                        |                             |                         | Add amounts in column 5. Enter here and on Part I, line 9, column (B) |  |
| Part           |                                   | xempt A      | Activity Income,                           | Other 1    | han Adve                                           |                      | g Income                        | see instruct                                           | tions)                      |                         |                                                                       |  |
| 1              | Description of exploite           |              |                                            | •          |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
| 2              | Gross unrelated busin             | •            |                                            | ness. Ente | r here and o                                       | n Part I,            | line 10, colum                  | n (A)                                                  |                             | 2                       |                                                                       |  |
| 3              | Expenses directly con             |              |                                            |            |                                                    |                      | •                               | . ,                                                    | ···· [                      |                         |                                                                       |  |
|                | line 10, column (B)               |              | •                                          |            |                                                    |                      |                                 | •                                                      |                             | 3                       |                                                                       |  |
| 4              | Net income (loss) from            |              |                                            |            |                                                    |                      |                                 |                                                        | Γ                           |                         |                                                                       |  |
|                | lines 5 through 7                 |              |                                            |            |                                                    |                      |                                 |                                                        | L                           | 4                       |                                                                       |  |
| 5              | Gross income from ac              |              |                                            |            |                                                    |                      |                                 |                                                        |                             | 5                       |                                                                       |  |
| 6              | Expenses attributable             | to income    | entered on line 5                          |            |                                                    |                      |                                 |                                                        | L                           | 6                       | _                                                                     |  |
| 7              | Excess exempt expen               |              |                                            |            |                                                    |                      |                                 |                                                        |                             |                         |                                                                       |  |
|                | 4 Enter here and on E             | Oort II lino | 10                                         |            |                                                    |                      |                                 |                                                        | 1                           | 7                       |                                                                       |  |

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| Part              | IX        | Advertising Income                                                              |                 |                        |                     |                                        |                   |     |
|-------------------|-----------|---------------------------------------------------------------------------------|-----------------|------------------------|---------------------|----------------------------------------|-------------------|-----|
| 1                 | Name      | e(s) of periodical(s). Check box if reporting                                   | g two or n      | nore periodicals on a  | consolidated basis  | S.                                     |                   |     |
|                   | Α [       |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   | в         |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   | С         |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   | ρĒ        |                                                                                 |                 |                        |                     |                                        |                   |     |
| Enter a           |           | ts for each periodical listed above in the c                                    | correspon       | dina column.           |                     |                                        |                   |     |
|                   | 211100111 | te for each porteated flotted above in the e                                    | ]               | A                      | В                   | С                                      | D                 |     |
| 2                 | Gros      | s advertising income                                                            | ı               |                        |                     |                                        |                   |     |
| _                 |           | s advertising income                                                            |                 | 11 column (Δ)          | L                   |                                        |                   | 0.  |
| а                 | , luu     | oolamiio / timoagn B. Entor hore and on r                                       | . a.c.,c        |                        |                     |                                        |                   | • • |
| 3                 | Direc     | et advertising costs by periodical                                              | ſ               |                        |                     |                                        |                   |     |
| а                 |           | columns A through D. Enter here and on F                                        | <br>Part I line | 11 column (R)          | I.                  |                                        |                   | 0.  |
| u                 | , luu l   | oolamiio / timoagn B. Entor hore and on r                                       | . a.c.,c        | (D)                    |                     | ······································ |                   | •   |
| 4                 | Δανρ      | ertising gain (loss). Subtract line 3 from line                                 | ] م             |                        |                     |                                        |                   |     |
| •                 |           | or any column in line 4 showing a gain,                                         | Ĭ               |                        |                     |                                        |                   |     |
|                   |           | plete lines 5 through 8. For any column in                                      |                 |                        |                     |                                        |                   |     |
|                   |           | showing a loss or zero, do not complete                                         |                 |                        |                     |                                        |                   |     |
|                   |           | 5 through 7, and enter zero on line 8                                           |                 |                        |                     |                                        |                   |     |
| 5                 |           | dership costs                                                                   |                 |                        |                     |                                        |                   |     |
| 6                 |           | lation income                                                                   |                 |                        |                     |                                        |                   |     |
| 7                 |           | ss readership costs. If line 6 is less than                                     | ·····           |                        |                     |                                        |                   |     |
| '                 |           | 5, subtract line 6 from line 5. If line 5 is less                               |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
| 8                 |           | line 6, enter zeross readership costs allowed as a                              | ·····           |                        |                     |                                        |                   |     |
| 0                 |           | iss readership costs allowed as a<br>liction. For each column showing a gain or | _               |                        |                     |                                        |                   |     |
|                   |           | I, enter the lesser of line 4 or line 7                                         |                 |                        |                     |                                        |                   |     |
| а                 |           | line 8, columns A through D. Enter the gre                                      |                 | no lino 9a, columne to | tal or zoro horo an | d on                                   |                   |     |
| а                 |           | II, line 13                                                                     |                 |                        |                     | _                                      |                   | 0.  |
| Part              |           | Compensation of Officers, Dire                                                  | ectors.         | and Trustees           |                     | <b>P</b>                               |                   |     |
|                   | -         |                                                                                 | ,               | (                      | see manachons)      | 3. Percentage                          | 4. Compensation   | n   |
|                   |           | <b>1.</b> Name                                                                  |                 | <b>2.</b> Title        |                     | of time devoted                        | attributable to   | ''  |
|                   |           | 1. Ivaille                                                                      |                 | <b>2.</b> Title        |                     | to business                            | unrelated busines | cc  |
| (1)               |           |                                                                                 |                 |                        |                     | %                                      | unielated busines | 33  |
| (2)               |           |                                                                                 |                 |                        |                     | %                                      |                   |     |
| <u>(2)</u><br>(3) |           |                                                                                 |                 |                        |                     | %                                      |                   |     |
| ( <u>4)</u>       |           |                                                                                 |                 |                        |                     | %                                      |                   |     |
| (+)               |           | L                                                                               |                 |                        |                     | 70                                     |                   |     |
| Total             | Enter     | here and on Part II, line 1                                                     |                 |                        |                     |                                        |                   | 0.  |
| Part              |           | Supplemental Information (see                                                   | a instructi     | one)                   |                     |                                        |                   |     |
|                   | 2 4.1     | (300                                                                            | o instructi     | 0113)                  |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 |                 |                        |                     |                                        |                   |     |
|                   |           |                                                                                 | _               |                        |                     |                                        |                   |     |

#### 4

SCHEDULE A (Form 990-T)

## **Unrelated Business Taxable Income From an Unrelated Trade or Business**

OMB No. 1545-0047

2020

pen to Public Inspection for

Department of the Treasury Internal Revenue Service ▶ Go to www.irs.gov/Form990T for instructions and the latest information.
 ▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

Name of the organization

USA SWIMMING, INC.

B Employer identification number

20-4264282

| Pa     | t I Unrelated Trade or Business Income                                                                                                                    |            | (A) Income              | (B) Expenses |    | (C) Net   |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------|--------------|----|-----------|
| 1 a    | Gross receipts or sales                                                                                                                                   |            |                         |              |    |           |
| b      | Less returns and allowances c Balance >                                                                                                                   | 1c         |                         |              |    |           |
| 2      | Cost of goods sold (Part III, line 8)                                                                                                                     | 2          |                         |              |    |           |
| 3      | Gross profit. Subtract line 2 from line 1c                                                                                                                | 3          |                         |              |    |           |
| 4 a    | Capital gain net income (attach Sch D (Form 1041 or Form                                                                                                  |            |                         |              |    |           |
|        | 1120)) (see instructions)                                                                                                                                 | 4a         |                         |              |    |           |
| b      | Net gain (loss) (Form 4797) (attach Form 4797) (see instructions)                                                                                         | 4b         |                         |              |    |           |
| С      | Capital loss deduction for trusts                                                                                                                         | 4c         |                         |              |    |           |
| 5      | Income (loss) from a partnership or an S corporation (attach                                                                                              |            |                         |              |    |           |
|        | statement)                                                                                                                                                | 5          |                         |              |    |           |
| 6      | Rent income (Part IV)                                                                                                                                     | 6          |                         |              |    |           |
| 7      | Unrelated debt-financed income (Part V)                                                                                                                   | 7          |                         |              |    |           |
| 8      | Interest, annuities, royalties, and rents from a controlled                                                                                               |            |                         |              |    |           |
|        | organization (Part VI)                                                                                                                                    | 8          |                         |              |    |           |
| 9      | Investment income of section 501(c)(7), (9), or (17)                                                                                                      |            |                         |              |    |           |
|        | organizations (Part VII)                                                                                                                                  | 9          |                         |              |    |           |
| 10     | Exploited exempt activity income (Part VIII)                                                                                                              | 10         | 335,500.                | 335,50       | 0. |           |
| 11     | Advertising income (Part IX)                                                                                                                              | 11         |                         |              |    |           |
| 12     | Other income (see instructions; attach statement)                                                                                                         | 12         |                         |              |    |           |
| 13     | Total. Combine lines 3 through 12                                                                                                                         | 13         | 335,500.                | 335,50       | 0. |           |
| 1<br>1 | Deductions Not Taken Elsewhere (See instruct directly connected with the unrelated business in Compensation of officers, directors, and trustees (Part X) | come       |                         | ·            | 1  | s must be |
| 2      | Salaries and wages                                                                                                                                        |            |                         |              | 2  |           |
| 3      | Repairs and maintenance                                                                                                                                   |            |                         |              | 3  |           |
| 4      | Bad debts                                                                                                                                                 |            |                         |              | 4  |           |
| 5      | Interest (attach statement) (see instructions)                                                                                                            |            |                         |              | 5  |           |
| 6      | Taxes and licenses                                                                                                                                        |            |                         | 1            | 6  |           |
| 7      | Depreciation (attach Form 4562) (see instructions)                                                                                                        |            |                         |              |    |           |
| 8      | Less depreciation claimed in Part III and elsewhere on return                                                                                             |            |                         |              | 8b |           |
| 9      | Depletion                                                                                                                                                 |            |                         |              | 9  |           |
| 10     | Contributions to deferred compensation plans                                                                                                              |            |                         |              | 10 |           |
| 11     | Employee benefit programs                                                                                                                                 |            |                         |              | 11 |           |
| 12     | Excess exempt expenses (Part VIII)                                                                                                                        |            |                         | <u>L</u>     | 12 |           |
| 13     | Excess readership costs (Part IX)                                                                                                                         |            |                         |              | 13 |           |
| 14     | Other deductions (attach statement)                                                                                                                       |            |                         | 14           |    |           |
| 15     | Total deductions. Add lines 1 through 14                                                                                                                  |            | 15                      | 0            |    |           |
| 16     | Unrelated business income before net operating loss deduction. S                                                                                          | ubtract li | ne 15 from Part I, line | 13,          |    |           |
|        | . (0)                                                                                                                                                     |            |                         |              |    | 0         |

Deduction for net operating loss (see instructions)

Unrelated business taxable income. Subtract line 17 from line 16

LHA For Paperwork Reduction Act Notice, see instructions.

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0.

17

| Part     | III Cost of Goods Sold Fnter met                                                                           | nod of inventory valua  | tion                      |                                                  | Page Z   |
|----------|------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------|--------------------------------------------------|----------|
| 1        | Inventory at beginning of year                                                                             | -                       |                           | 1                                                |          |
| 2        | Purchases                                                                                                  |                         |                           |                                                  |          |
| 3        | Cost of labor                                                                                              |                         |                           |                                                  | _        |
| 4        | Additional section 263A costs (attach statement)                                                           |                         |                           |                                                  |          |
| 5        | Other costs (attach statement)                                                                             |                         |                           |                                                  |          |
| 6        | Total. Add lines 1 through 5                                                                               |                         |                           |                                                  |          |
| 7        | Inventory at end of year                                                                                   |                         |                           |                                                  |          |
| 8        | Cost of goods sold. Subtract line 7 from line 6. Enter I                                                   |                         |                           | _                                                |          |
| 9        | Do the rules of section 263A (with respect to property                                                     | produced or acquired    | for resale) apply to the  | e organization?                                  | Yes No   |
| Part     | IV Rent Income (From Real Property and                                                                     | Personal Prope          | rty Leased with F         | Real Property)                                   |          |
| 1        | Description of property (property street address, city, s                                                  | tate, ZIP code). Checl  | t if a dual-use (see inst | ructions)                                        |          |
|          | A                                                                                                          |                         |                           |                                                  |          |
|          | В                                                                                                          |                         |                           |                                                  |          |
|          | c                                                                                                          |                         |                           |                                                  |          |
|          | D                                                                                                          |                         | 1                         |                                                  |          |
|          |                                                                                                            | Α                       | В                         | С                                                | D        |
| 2        | Rent received or accrued                                                                                   |                         |                           |                                                  |          |
| а        | From personal property (if the percentage of                                                               |                         |                           |                                                  |          |
|          | rent for personal property is more than 10%                                                                |                         |                           |                                                  |          |
|          | but not more than 50%)                                                                                     |                         |                           |                                                  |          |
| b        | From real and personal property (if the                                                                    |                         |                           |                                                  |          |
|          | percentage of rent for personal property exceeds                                                           |                         |                           |                                                  |          |
|          | 50% or if the rent is based on profit or income)                                                           |                         |                           |                                                  |          |
| С        | Total rents received or accrued by property.                                                               |                         |                           |                                                  |          |
|          | Add lines 2a and 2b, columns A through D                                                                   |                         |                           |                                                  |          |
| 4<br>5   | in lines 2(a) and 2(b) (attach statement)  Total deductions. Add line 4 columns A through D. Er            | iter here and on Part I | line 6, column (B)        | <b> </b>                                         | 0.       |
| Part     |                                                                                                            | ee instructions)        |                           |                                                  |          |
| 1        | Description of debt-financed property (street address, of                                                  | city, state, ZIP code). | Check if a dual-use (se   | e instructions)                                  |          |
|          | A                                                                                                          |                         |                           |                                                  |          |
|          | В 🔲                                                                                                        |                         |                           |                                                  |          |
|          | c 🗌                                                                                                        |                         |                           |                                                  |          |
|          | D                                                                                                          |                         |                           |                                                  |          |
|          |                                                                                                            | Α                       | В                         | С                                                | D        |
| 2        | Gross income from or allocable to debt-financed                                                            |                         |                           |                                                  |          |
|          | property                                                                                                   |                         |                           |                                                  |          |
| 3        | Deductions directly connected with or allocable                                                            |                         |                           |                                                  |          |
|          | to debt-financed property                                                                                  |                         |                           |                                                  |          |
| а        | Straight line depreciation (attach statement)                                                              |                         |                           |                                                  |          |
| b        | Other deductions (attach statement)                                                                        |                         |                           |                                                  |          |
| С        | Total deductions (add lines 3a and 3b,                                                                     |                         |                           |                                                  |          |
|          | columns A through D)                                                                                       |                         |                           |                                                  |          |
| 4        | Amount of average acquisition debt on or allocable                                                         |                         |                           |                                                  |          |
|          | to debt-financed property (attach statement)                                                               |                         |                           |                                                  |          |
| 5        | Average adjusted basis of or allocable to debt-                                                            |                         |                           |                                                  |          |
|          | financed property (attach statement)                                                                       |                         |                           |                                                  |          |
| 6        | Divide line 4 by line 5                                                                                    | %                       | 9                         | 6 %                                              | <u>%</u> |
| 7        | Gross income reportable. Multiply line 2 by line 6                                                         |                         |                           | 1                                                |          |
| 8        | Total gross income (add line 7, columns A through D)                                                       | . Enter here and on Pa  | art I, line 7, column (A) | <b>&gt;</b>                                      | 0.       |
| _        |                                                                                                            | Γ                       | I                         | <del>                                     </del> |          |
| 9        | Allocable deductions. Multiply line 3c by line 6                                                           |                         | des Berries E             | (D)                                              |          |
| 10<br>11 | Total allocable deductions. Add line 9, columns A thr Total dividends-received deductions included in line |                         | a on Paπ I, line /, coli  | muu (R) 🟲                                        | 0.       |
|          | uvuenus receiveu veurchons mandel mille                                                                    | 137                     |                           |                                                  | \ / A    |

| Part VI Inte | rest, Annı                   | uities, Ro   | oyalties, and Re                                 | ents fror    | n Control                                          | led Or               | ganizations                                    | S (see ins                                             | tructions)                           |         | Page 3                                                                |
|--------------|------------------------------|--------------|--------------------------------------------------|--------------|----------------------------------------------------|----------------------|------------------------------------------------|--------------------------------------------------------|--------------------------------------|---------|-----------------------------------------------------------------------|
|              | ,                            |              | , , , , , , , , , , , , , , , , , , , ,          | T            |                                                    |                      | Exempt Contro                                  | ,                                                      |                                      |         |                                                                       |
|              | e of controlle<br>ganization | d            | 2. Employer identification number                | incon        | unrelated<br>me (loss)<br>structions)              | 4. Tota              | al of specified<br>ments made                  | 5. Part of that is incluced controlling tion's gross   | column 4<br>ided in the<br>organiza- | C       | eductions directly<br>onnected with<br>ome in column 5                |
| (1)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (2)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (3)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (4)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
|              |                              |              | No                                               | nexempt C    | Controlled O                                       | rganizati            | ions                                           |                                                        |                                      |         |                                                                       |
| 7. Taxable   | Income                       | in           | Net unrelated<br>acome (loss)<br>e instructions) |              | otal of specif<br>syments mad                      |                      | that is inc                                    | of column 9<br>cluded in the<br>organizatior<br>income | e<br>n's                             | conn    | uctions directly<br>nected with<br>in column 10                       |
| (1)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (2)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (3)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (4)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
|              | ·                            |              |                                                  |              |                                                    |                      | Enter here                                     | nns 5 and 10<br>and on Part<br>column (A)              |                                      | ter her | umns 6 and 11.<br>e and on Part I,<br>, column (B)                    |
| Totals       |                              |              |                                                  |              |                                                    | •                    |                                                |                                                        | 0.                                   |         | 0.                                                                    |
|              | vestment                     | Income       | of a Section 50                                  | 1(c)(7), (   | 9), or (17)                                        | Orgai                | nization (s                                    | ee instructio                                          | -                                    |         | <u>_</u>                                                              |
|              | 1. Description of income     |              |                                                  |              | 2. Amou incor                                      | nt of                | 3. Deduction directly connumber (attach states | ons 4.<br>ected (atta                                  | Set-asides                           | ent)    | Total deductions and set-asides add cols 3 and 4)                     |
| (1)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (2)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (3)          |                              |              |                                                  |              |                                                    |                      |                                                |                                                        |                                      |         |                                                                       |
| (4)          |                              |              |                                                  |              | A el el e :                                        |                      |                                                |                                                        |                                      |         | A dal a seconda in                                                    |
| Totals       |                              |              |                                                  | <b>&gt;</b>  | Add amor<br>column 2<br>here and o<br>line 9, colu | . Enter<br>n Part I, |                                                |                                                        |                                      | h       | Add amounts in column 5. Enter tere and on Part I, line 9, column (B) |
| Part VIII E  | xploited E                   | xempt A      | Activity Income                                  | , Other 1    | Than Adve                                          | ertising             | g Income                                       | (see instruct                                          | ions)                                |         |                                                                       |
| 1 Descripti  | on of exploite               | ed activity: |                                                  |              |                                                    |                      |                                                |                                                        | _                                    |         |                                                                       |
| 2 Gross un   | related busin                | ess incom    | e from trade or busi                             | ness. Ente   | r here and o                                       | n Part I,            | line 10, colum                                 | n (A)                                                  | 2                                    |         |                                                                       |
| 3 Expense    | s directly con               | nected wit   | h production of unre                             | elated busi  | iness income                                       | e. Enter l           | here and on Pa                                 | art I,                                                 |                                      |         | _                                                                     |
|              |                              |              |                                                  |              |                                                    |                      |                                                |                                                        | 3                                    |         | 0.                                                                    |
|              | , ,                          |              | trade or business.                               |              |                                                    |                      | • .                                            |                                                        |                                      |         |                                                                       |
| lines 5 th   | rough 7                      |              |                                                  |              |                                                    |                      |                                                |                                                        | 4                                    | -       |                                                                       |
|              |                              |              | s not unrelated bus                              |              |                                                    |                      |                                                |                                                        |                                      | -       | 0.                                                                    |
|              |                              |              | entered on line 5                                |              |                                                    |                      |                                                |                                                        | 6                                    |         | 0.                                                                    |
|              | xempt expen<br>nere and on F |              | act line 5 from line 6<br>12                     | o, but do no | ot enter mor                                       | e tnan th            | ne amount on I                                 | ine                                                    | 7                                    |         | 0.                                                                    |

Schedule A (Form 990-T) 2020

| Part   | IX Advertising Income                            |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|--------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------|--------------------|
| 1      | Name(s) of periodical(s). Check box if reporting | g two or more periodicals on a d                                                                                                                                                                                                                                                                      | consolidated basis.  |                 |                    |
|        | A                                                |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        | В                                                |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        | c 🗆                                              |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        | D                                                |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| Enter  | amounts for each periodical listed above in the  | _                                                                                                                                                                                                                                                                                                     |                      |                 |                    |
|        |                                                  | Α                                                                                                                                                                                                                                                                                                     | В                    | C               | D                  |
| 2      | Gross advertising income                         |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        | Add columns A through D. Enter here and or       | Part I, line 11, column (A)                                                                                                                                                                                                                                                                           |                      | ▶               |                    |
| а      |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 3      | Direct advertising costs by periodical           |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| а      | Add columns A through D. Enter here and or       | Part I, line 11, column (B)                                                                                                                                                                                                                                                                           |                      | <b>&gt;</b>     | 0.                 |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 4      | Advertising gain (loss). Subtract line 3 from li | ne                                                                                                                                                                                                                                                                                                    |                      |                 |                    |
|        | 2. For any column in line 4 showing a gain,      |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  | y column in line 4 showing a gain, e lines 5 through 8. For any column in bwing a loss or zero, do not complete rough 7, and enter zero on line 8 hip costs on income eadership costs. If line 6 is less than btract line 6 from line 5. If line 5 is less 6, enter zero eadership costs allowed as a |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       | mn.  A B C D  mn (A) |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 5      |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 5<br>6 |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 7      |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  | l l                                                                                                                                                                                                                                                                                                   |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| 8      | Excess readership costs allowed as a             |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        | deduction. For each column showing a gain of     | l l                                                                                                                                                                                                                                                                                                   |                      |                 |                    |
|        | line 4, enter the lesser of line 4 or line 7     |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
| а      | Add line 8, columns A through D. Enter the g     | reater of the line 8a, columns tot                                                                                                                                                                                                                                                                    | al or zero here and  | on              |                    |
|        | Part II, line 13                                 |                                                                                                                                                                                                                                                                                                       |                      | <b>)</b>        | 0.                 |
| Part   | X Compensation of Officers, Di                   | ectors, and Trustees (se                                                                                                                                                                                                                                                                              | ee instructions)     |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      | 3. Percentage   | 4. Compensation    |
|        | 1. Name                                          | 2. Title                                                                                                                                                                                                                                                                                              |                      | of time devoted | attributable to    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      | to business     | unrelated business |
| (1)    |                                                  |                                                                                                                                                                                                                                                                                                       |                      | %               |                    |
| (2)    |                                                  |                                                                                                                                                                                                                                                                                                       |                      | %               |                    |
| (3)    |                                                  |                                                                                                                                                                                                                                                                                                       |                      | i               |                    |
| (4)    |                                                  |                                                                                                                                                                                                                                                                                                       |                      | i               |                    |
| (-)    |                                                  |                                                                                                                                                                                                                                                                                                       |                      | 70              |                    |
| Tota   | I. Enter here and on Part II, line 1             |                                                                                                                                                                                                                                                                                                       |                      |                 | 0                  |
| Part   |                                                  | - :t                                                                                                                                                                                                                                                                                                  |                      |                 | <u> </u>           |
| ı arı  | Supplemental information (Se                     | e instructions)                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |
|        |                                                  |                                                                                                                                                                                                                                                                                                       |                      |                 |                    |

### Form **8868**

(Rev. January 2020)

Department of the Treasury Internal Revenue Service

## Application for Automatic Extension of Time To File an Exempt Organization Return

File a separate application for each return.

► Go to www.irs.gov/Form8868 for the latest information.

OMB No. 1545-0047

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit <a href="https://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits">www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits</a>.

| Automa                                                    | atic 6-Month Extension of Time. Only subm                                                                             | nit origina        | al (no copies needed).              |               |                                      |                |  |  |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------|---------------|--------------------------------------|----------------|--|--|
| All corpo                                                 | rations required to file an income tax return other than Fo                                                           | orm 990-T          | (including 1120-C filers), partners | hips, REMICs  | s, and trusts                        |                |  |  |
| must use                                                  | Form 7004 to request an extension of time to file incom                                                               | e tax retur        | ns.                                 |               |                                      |                |  |  |
| Type or                                                   | Name of exempt organization or other filer, see instructions.                                                         |                    |                                     | Taxpaye       | Taxpayer identification number (TIN) |                |  |  |
| print                                                     |                                                                                                                       |                    |                                     |               |                                      |                |  |  |
| File by the<br>due date for<br>filing your<br>return. See | USA SWIMMING, INC.                                                                                                    |                    |                                     |               | 20-4264282                           |                |  |  |
|                                                           | Number, street, and room or suite no. If a P.O. box, s  1 OLYMPIC PLAZA                                               | ee instruct        | ions.                               |               |                                      |                |  |  |
| instructions.                                             | City, town or post office, state, and ZIP code. For a for COLORADO SPRINGS, CO 80909                                  | -                  | ress, see instructions.             |               |                                      |                |  |  |
| Enter the                                                 | Return Code for the return that this application is for (file                                                         | e a separa         | e application for each return)      |               |                                      | <u> 0   7 </u> |  |  |
| Application                                               |                                                                                                                       | Return Application |                                     |               |                                      | Return         |  |  |
| ls For                                                    |                                                                                                                       | Code               | Is For                              |               |                                      | Code           |  |  |
| Form 990 or Form 990-EZ                                   |                                                                                                                       | 01                 | Form 990-T (corporation)            |               |                                      | 07             |  |  |
| Form 990                                                  | -BL                                                                                                                   | 02                 | Form 1041-A                         |               |                                      | 08             |  |  |
| Form 4720 (individual)                                    |                                                                                                                       | 03                 | Form 4720 (other than individual)   |               |                                      |                |  |  |
| Form 990-PF                                               |                                                                                                                       | 04                 | Form 5227                           |               |                                      |                |  |  |
| Form 990-T (sec. 401(a) or 408(a) trust)                  |                                                                                                                       | 05                 | Form 6069                           |               |                                      |                |  |  |
| Form 990-T (trust other than above)                       |                                                                                                                       |                    | Form 8870                           |               |                                      |                |  |  |
|                                                           | THE ORGANIZATION                                                                                                      |                    |                                     |               |                                      |                |  |  |
|                                                           | poks are in the care of $\triangleright \frac{1}{6}$ OLYMPIC PLAZE                                                    | 4 - CC             |                                     | CO 8090       | 19                                   |                |  |  |
|                                                           | none No. ► (719) 866-4578                                                                                             |                    | Fax No.                             |               |                                      |                |  |  |
|                                                           | organization does not have an office or place of business                                                             |                    |                                     |               |                                      | ▶ 📖            |  |  |
| <ul><li>If this</li></ul>                                 | is for a Group Return, enter the organization's four digit                                                            | _                  | ·                                   |               |                                      |                |  |  |
| box 🕨                                                     | . If it is for part of the group, check this box                                                                      | and atta           | ch a list with the names and TINs   | s of all memb | ers the extension                    | on is for.     |  |  |
| <b>1</b> I re                                             | I request an automatic 6-month extension of time until NOVEMBER 15, 2021 , to file the exempt organization return for |                    |                                     |               |                                      |                |  |  |
|                                                           | organization named above. The extension is for the organization                                                       | anization's        | return for:                         |               |                                      |                |  |  |
| <b>▶</b> !                                                | ► X calendar year 2020 or                                                                                             |                    |                                     |               |                                      |                |  |  |
|                                                           | tax year beginning , and ending                                                                                       |                    |                                     |               |                                      |                |  |  |
| •                                                         |                                                                                                                       |                    |                                     | ¬             |                                      |                |  |  |
| 2 If th                                                   | the tax year entered in line 1 is for less than 12 months, check reason: Initial return Final return                  |                    |                                     |               |                                      |                |  |  |
|                                                           | Change in accounting period                                                                                           |                    |                                     |               |                                      |                |  |  |
| 3a If th                                                  | nis application is for Forms 990-BL, 990-PF, 990-T, 4720,                                                             | or 6069, e         | enter the tentative tax, less       |               |                                      |                |  |  |
| <u>any</u>                                                | nonrefundable credits. See instructions.                                                                              |                    |                                     | 3a            | \$                                   | 0.             |  |  |
| 1. 16.41                                                  | If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and                       |                    |                                     |               |                                      |                |  |  |
| <b>b</b> If th                                            | imated tax payments made. Include any prior year overp                                                                | avment all         | owed as a credit.                   | 3b            | \$                                   | 0.             |  |  |
|                                                           | imateu tax payments made. Include any phor year overp                                                                 |                    |                                     |               |                                      |                |  |  |
| est                                                       | ance due. Subtract line 3b from line 3a. Include your pa                                                              |                    |                                     |               |                                      | 0.             |  |  |

LHA For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form 8868 (Rev. 1-2020)

#### \*\* PUBLIC DISCLOSURE COPY \*\*

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

Department of the Treasury

► Go to www.irs.gov/Form990 for instructions and the latest information. A For the 2020 calendar year, or tax year beginning and ending Check if applicable: C Name of organization D Employer identification number Address change USA SWIMMING FOUNDATION, INC. Name change 72-1581977 Initial return Number and street (or P.O. box if mail is not delivered to street address) Room/suite E Telephone number Final return/ termin-ated 7198664578 1 OLYMPIC PLAZA 34,235,187. City or town, state or province, country, and ZIP or foreign postal code G Gross receipts \$ Amended return COLORADO SPRINGS, CO 80909 H(a) Is this a group return Applica-tion pending F Name and address of principal officer: TIMOTHY HINCHEY for subordinates? ..... Yes X No SAME AS C ABOVE H(b) Are all subordinates included? Tax-exempt status: X 501(c)(3) 501(c) ( ) ◀ (insert no.) 4947(a)(1) or If "No," attach a list. See instructions J Website: ► WWW.USASWIMMING.ORG/FOUNDATION **H(c)** Group exemption number ▶ K Form of organization: X Corporation Trust Other > L Year of formation: 2004 M State of legal domicile: CO Association Part I Summary Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O **Activities & Governance** if the organization discontinued its operations or disposed of more than 25% of its net assets. 12 3 Number of voting members of the governing body (Part VI, line 1a) 12 Number of independent voting members of the governing body (Part VI, line 1b) 4 0 Total number of individuals employed in calendar year 2020 (Part V, line 2a) 5 Total number of volunteers (estimate if necessary) 6 7 a Total unrelated business revenue from Part VIII, column (C), line 12 **b** Net unrelated business taxable income from Form 990-T, Part I, line 11 7b 0. **Prior Year Current Year** 2,629,398. 1,130,052. Contributions and grants (Part VIII, line 1h) 8 702,500. 520,750. Program service revenue (Part VIII, line 2g) 951,115. 2,083,429. Investment income (Part VIII, column (A), lines 3, 4, and 7d) 10 399,906. 78,583. Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 11 3,812,814. 4,682,919. Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 12 1,767,305. 4,197,371. Grants and similar amounts paid (Part IX, column (A), lines 1-3) 0. 0. 14 Benefits paid to or for members (Part IX, column (A), line 4) 1,059,935. 565,329. Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 15 16a Professional fundraising fees (Part IX, column (A), line 11e) **b** Total fundraising expenses (Part IX, column (D), line 25) 1,076,213. 872,900. 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 5,635,600. 3,903,453. 18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 779,466. -1,822,786. Revenue less expenses. Subtract line 18 from line 12 Beginning of Current Year **End of Year** 5 23,213,685. 22,577,547. 20 Total assets (Part X, line 16) 288,232. 1,236,821. 21 Total liabilities (Part X, line 26) 三年 925,453. 21,340,726 22 Net assets or fund balances. Subtract line 21 from line 20 ...... Part II | Signature Block Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge. Signature of officer Date Sign TIMOTHY HINCHEY, USA SWIMMING CEO Here Type or print name and title Preparer's signature Little + Chustin du Paté PA PTIN Print/Type preparer's name RITA F. CHRISTENSEN 11/09/21 self-employed P00290681 RITA F. CHRISTENSEN Paid Firm's name ▶ WAUGH & GOODWIN, LLP Firm's EIN ▶ 20-1766527 Preparer Firm's address 1365 GARDEN OF THE GODS, STE 150 Use Only Phone no. (719) 590-9777 COLORADO SPRINGS, CO 80907

X Yes

May the IRS discuss this return with the preparer shown above? See instructions

|     | 990 (2020) USA SWIMMING FOUNDATION, INC. 72-1581977 Page 2                                                                                   |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------|
| Par | t III Statement of Program Service Accomplishments                                                                                           |
|     | Check if Schedule O contains a response or note to any line in this Part III                                                                 |
| 1   | Briefly describe the organization's mission: THE USA SWIMMING FOUNDATION SERVES AS THE PHILANTHROPIC ARM OF USA                              |
|     | SWIMMING. ESTABLISHED IN 2004, THE FOUNDATION WORKS TO STRENGTHEN THE                                                                        |
|     | SPORT BY SAVING LIVES AND BUILDING CHAMPIONS -IN THE POOL AND IN LIFE.                                                                       |
|     | WHETHER EQUIPPING OUR CHILDREN WITH THE LIFE-SAVING SKILL OF                                                                                 |
| 2   | Did the organization undertake any significant program services during the year which were not listed on the                                 |
|     | prior Form 990 or 990-EZ?                                                                                                                    |
|     | If "Yes," describe these new services on Schedule O.                                                                                         |
| 3   | Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes X No                        |
|     | If "Yes," describe these changes on Schedule O.                                                                                              |
| 4   | Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.         |
|     | Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and |
|     | revenue, if any, for each program service reported.                                                                                          |
| 4a  | (Code: ) (Expenses \$ 814,949. including grants of \$ 313,842.) (Revenue \$ 573,078.                                                         |
|     | SAVING LIVES - YOUTH LEARN TO SWIM INITIATIVE: USA SWIMMING AND THE                                                                          |
|     | USA SWIMMING FOUNDATION BELIEVE THAT THE BEST DEFENSE AGAINST DROWNING                                                                       |
|     | IS EMPOWERING CHILDREN WITH THE LIFE-SAVING SKILL OF SWIMMING AND                                                                            |
|     | TEACHING THEM HOW TO BE SAFER AROUND WATER. THE USA SWIMMING FOUNDATION                                                                      |
|     | SUPPORTS SWIM LESSON PROVIDERS ACROSS THE COUNTRY IN AN EFFORT TO                                                                            |
|     | PROVIDE THE OPPORTUNITY FOR EVERY CHILD IN AMERICA TO LEARN TO SWIM.                                                                         |
|     | WITH A NETWORK OF MORE THAN 1,500 SWIM LESSON PROVIDERS AND WATER                                                                            |
|     | SAFETY ADVOCATES ACROSS THE COUNTRY, USA SWIMMING AND THE USA SWIMMING                                                                       |
|     | FOUNDATION EDUCATE PARENTS THROUGH NATIONAL AWARENESS CAMPAIGNS, SAVE                                                                        |
|     | LIVES THROUGH FREE AND REDUCED-COST PROGRAMMING, AND TEACH MILLIONS OF                                                                       |
|     | CHILDREN THE LIFESAVING SKILL OF SWIMMING. THE USA SWIMMING FOUNDATION                                                                       |
|     | HAS INVESTED MORE THAN \$6.1 MILLION DOLLARS TO PROVIDE GRANTS TO                                                                            |
| 4b  | (Code:) (Expenses \$3,000,880. including grants of \$3,000,880. ) (Revenue \$                                                                |
|     | BUILDING CHAMPIONS - COVID-19 RELIEF PROGRAM - THE COVID-19 RELIEF                                                                           |
|     | PROGRAM WAS AN INITIATIVE CREATED TO SUPPORT USA SWIMMING CLUBS AND                                                                          |
|     | MEMBERS IMPACTED ECONOMICALLY BY THE PANDEMIC AND TO SUPPORT THE CLUBS'                                                                      |
|     | EVENTUAL RETURN TO THE WATER. USA SWIMMING CLUBS AND TEAMS, THE FACE OF                                                                      |
|     | OUR SPORT IN LOCAL COMMUNITIES, WERE CONFRONTED WITH THE SAME                                                                                |
|     | CHALLENGES AS ANY SMALL BUSINESS DURING THIS PANDEMIC AND NEEDED THE                                                                         |
|     | USA SWIMMING FOUNDATION'S SUPPORT TO PROVIDE FOR USA SWIMMING ATHLETES                                                                       |
|     | AND COACHES. THE THREE MILLION IN FUNDS WENT TO MORE THAN 700 USA                                                                            |
|     | SWIMMING MEMBER CLUBS.                                                                                                                       |
|     |                                                                                                                                              |
|     |                                                                                                                                              |
|     | 0.46, 0.00                                                                                                                                   |
| 4c  | (Code:) (Expenses \$ 946,288. including grants of \$ 822,649. ) (Revenue \$                                                                  |
|     | BUILDING CHAMPIONS - NATIONAL TEAM: THE UNITED STATES IS ONE OF THE A                                                                        |
|     | FEW COUNTRIES WITH A GOVERNMENT THAT DOES NOT PROVIDE FUNDING FOR ITS                                                                        |
|     | OLYMPIC-LEVEL ATHLETES. NATIONAL TEAM SWIMMERS TRAIN UP TO FIVE HOURS A                                                                      |
|     | DAY, AND MAINTAIN A RIGOROUS AND DEMANDING TRAVEL SCHEDULE. THEREFORE,                                                                       |
|     | MOST PROFESSIONAL SWIMMERS DO NOT HAVE TIME TO MAINTAIN TRADITIONAL                                                                          |
|     | EMPLOYMENT. COMPETING AT THE HIGHEST LEVEL IS EXPENSIVE. TRAVEL,                                                                             |
|     | PHYSICAL THERAPISTS, STRENGTH TRAINERS, NUTRITIONISTS, SPORTS                                                                                |
|     | PSYCHOLOGISTS, AND OTHER EXPERTS ARE ESSENTIAL FOR PEAK PERFORMANCE.                                                                         |
|     | THE USA SWIMMING FOUNDATION PROVIDES FINANCIAL SUPPORT TO THE USA                                                                            |
|     | SWIMMING NATIONAL TEAM FOR THE CONTINUED GROWTH AND DEVELOPMENT OF OUR                                                                       |
|     | NATIONAL TEAM ATHLETES AND COACHES, WHO SET THE WORLD STANDARD FOR EXCELLENCE IN THE POOL YEAR AFTER YEAR, DECADE AFTER DECADE.              |
|     | EACEDDENCE IN THE FOOD TEAR AFTER TEAR, DECADE AFTER DECADE.                                                                                 |

4d Other program services (Describe on Schedule O.)

128,984. including grants of \$

60,000.) (Revenue \$

Total program service expenses ▶

4,891,101.

Page 3

# Form 990 (2020) USA SWIMMING FOUNDATION, INC. Part IV Checklist of Required Schedules

|     |                                                                                                                                                                                                |             | Yes | No           |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|--------------|
| 1   | Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?                                                                                            |             |     |              |
|     | If "Yes," complete Schedule A                                                                                                                                                                  | 1           | Х   |              |
| 2   | Is the organization required to complete Schedule B, Schedule of Contributors?                                                                                                                 | 2           | Х   |              |
| 3   | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for                                                                |             |     |              |
|     | public office? If "Yes," complete Schedule C, Part I                                                                                                                                           | 3           |     | Х            |
| 4   | Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect                                                               |             |     |              |
|     | during the tax year? If "Yes," complete Schedule C, Part II                                                                                                                                    | 4           |     | Х            |
| 5   | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or                                                                   |             |     |              |
|     | similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III                                                                                                 | 5           |     | X            |
| 6   | Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to                                                                      |             |     |              |
| •   | provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I                                                                   | 6           |     | х            |
| 7   | Did the organization receive or hold a conservation easement, including easements to preserve open space,                                                                                      | _           |     |              |
| •   | the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II                                                                                           | 7           |     | x            |
| 0   | Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If</i> "Yes," <i>complete</i>                                                     | <b>-</b> '- |     | 1            |
| 8   | , ,                                                                                                                                                                                            |             |     | X            |
| •   | Schedule D, Part III                                                                                                                                                                           | 8           |     |              |
| 9   | Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for                                                                  |             |     |              |
|     | amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services?                                                                      |             |     | <b> </b> ₩   |
|     | If "Yes," complete Schedule D, Part IV                                                                                                                                                         | 9           |     | X            |
| 10  | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments                                                                                   |             | 37  |              |
|     | or in quasi endowments? If "Yes," complete Schedule D, Part V                                                                                                                                  | 10          | X   |              |
| 11  | If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X                                                               |             |     |              |
|     | as applicable.                                                                                                                                                                                 |             |     |              |
| а   | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D,                                                                    |             |     |              |
|     | Part VI                                                                                                                                                                                        | 11a         | X   |              |
| b   | Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total                                                                   |             |     |              |
|     | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII                                                                                                                    | 11b         |     | X            |
| С   | Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total                                                                    |             |     |              |
|     | assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII                                                                                                                   | 11c         |     | X            |
| d   | Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in                                                                  |             |     |              |
|     | Part X, line 16? If "Yes," complete Schedule D, Part IX                                                                                                                                        | 11d         |     | X            |
| е   | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X                                                                          | 11e         | X   |              |
| f   | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses                                                                        |             |     |              |
|     | the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X                                                                         | 11f         | Х   |              |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes." complete                                                                            |             |     |              |
|     | Schedule D, Parts XI and XII                                                                                                                                                                   | 12a         | Х   |              |
| b   | Was the organization included in consolidated, independent audited financial statements for the tax year?                                                                                      |             |     |              |
| _   | If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional                                                                          | 12b         | х   |              |
| 13  | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E                                                                                              | 13          |     | Х            |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States?                                                                                                    | 14a         |     | Х            |
| b   | Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business,                                                                        |             |     | <u></u> -    |
| D   | investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000                                                                     |             |     |              |
|     | or more? If "Yes," complete Schedule F, Parts I and IV                                                                                                                                         | 14b         |     | х            |
| 15  | Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any                                                                      | 170         |     |              |
| 13  |                                                                                                                                                                                                | 15          |     | x            |
| 16  | foreign organization? If "Yes," complete Schedule F, Parts II and IV  Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to | 13          |     | 1            |
| 16  |                                                                                                                                                                                                | 46          |     | X            |
| 4-  | or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV                                                                                                                    | 16          |     |              |
| 17  | Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX,                                                                        |             |     | <sub>v</sub> |
| 40  | column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I                                                                                                                             | 17          |     | X            |
| 18  | Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines                                                                   | ,-          | 37  |              |
|     | 1c and 8a? If "Yes," complete Schedule G, Part II                                                                                                                                              | 18          | Х   | -            |
| 19  | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"                                                                         |             |     |              |
|     | complete Schedule G, Part III                                                                                                                                                                  | 19          |     | X            |
| 20a | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H                                                                                                    | 20a         |     | X            |
| b   | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?                                                                                   | 20b         |     |              |
| 21  | Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or                                                                                    |             |     |              |
|     | domestic government on Part IX, column (A), line 1? If "Yes." complete Schedule I, Parts I and II                                                                                              | 21          | X   |              |

USA SWIMMING FOUNDATION, INC. 72-1581977 Page 4 Part IV Checklist of Required Schedules (continued) Yes No Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III Х 22 23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes." complete Х 23 Schedule J 24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Х 24a Schedule K. If "No," go to line 25a b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? 24b Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? 24c d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? 24d 25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I 25a Х b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Х 25b 26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% Х 26 controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III ....... Х 27 28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions, for applicable filing thresholds, conditions, and exceptions): A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV ..... 28a **b** A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV ..... A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If Х 28c "Yes," complete Schedule L, Part IV ..... Х Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M 29 29 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation Х contributions? If "Yes," complete Schedule M 30 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I ..... Х 31 31 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes." complete 32 Х Schedule N, Part II Did the organization own 100% of an entity disregarded as separate from the organization under Regulations X sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I 33 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Х 34 Х 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? 35a b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 35b Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? Х If "Yes," complete Schedule R, Part V, line 2 36 Did the organization conduct more than 5% of its activities through an entity that is not a related organization Х and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI 37 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Х Note: All Form 990 filers are required to complete Schedule O 38 Statements Regarding Other IRS Filings and Tax Compliance Check if Schedule O contains a response or note to any line in this Part V Yes No 134 1a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable 1a

Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable

Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming

0

(gambling) winnings to prize winners?

USA SWIMMING FOUNDATION, INC.

Statements Regarding Other IRS Filings and Tax Compliance (continued) Part V

|                                                                                                                                                   |                                                                                                                                                                                                         |                 | Yes | No               |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----|------------------|--|--|--|
| 2a                                                                                                                                                | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements,                                                                                                             |                 |     |                  |  |  |  |
|                                                                                                                                                   | filed for the calendar year ending with or within the year covered by this return                                                                                                                       |                 |     |                  |  |  |  |
| b                                                                                                                                                 | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?                                                                                          | 2b              |     |                  |  |  |  |
|                                                                                                                                                   | Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)                                                                                               |                 |     |                  |  |  |  |
|                                                                                                                                                   | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                           | 3a              |     | X                |  |  |  |
|                                                                                                                                                   | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O                                                                                             | 3b              |     |                  |  |  |  |
| 4a                                                                                                                                                | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a                                                                               | _               |     | \ <sub>3,7</sub> |  |  |  |
| _                                                                                                                                                 | financial account in a foreign country (such as a bank account, securities account, or other financial account)?                                                                                        | 4a              |     | X                |  |  |  |
| b                                                                                                                                                 | If "Yes," enter the name of the foreign country                                                                                                                                                         |                 |     |                  |  |  |  |
| _                                                                                                                                                 | See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).                                                                                     | _               |     | v                |  |  |  |
| 5a                                                                                                                                                | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                   | <u>5a</u><br>5b |     | X                |  |  |  |
| <b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                         |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
|                                                                                                                                                   | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                       | 5c              |     |                  |  |  |  |
| Va                                                                                                                                                | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? | 6a              |     | X                |  |  |  |
| b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts                            |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| were not tax deductible?                                                                                                                          |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| 7                                                                                                                                                 | 7 Organizations that may receive deductible contributions under section 170(c).                                                                                                                         |                 |     |                  |  |  |  |
| a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| b If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                 |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
|                                                                                                                                                   | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required                                                                                       | 7b              |     |                  |  |  |  |
|                                                                                                                                                   | to file Form 8282?                                                                                                                                                                                      | 7с              |     | X                |  |  |  |
| d                                                                                                                                                 | If "Yes," indicate the number of Forms 8282 filed during the year                                                                                                                                       |                 |     |                  |  |  |  |
| е                                                                                                                                                 |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                    |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| h                                                                                                                                                 | h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                    |                 |     |                  |  |  |  |
| 8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the                                            |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
|                                                                                                                                                   | sponsoring organization have excess business holdings at any time during the year?                                                                                                                      | 8               |     |                  |  |  |  |
| 9                                                                                                                                                 | Sponsoring organizations maintaining donor advised funds.                                                                                                                                               |                 |     |                  |  |  |  |
| а                                                                                                                                                 | Did the sponsoring organization make any taxable distributions under section 4966?                                                                                                                      | 9a              |     |                  |  |  |  |
| b                                                                                                                                                 | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?                                                                                                       | 9b              |     |                  |  |  |  |
| 10                                                                                                                                                | Section 501(c)(7) organizations. Enter:                                                                                                                                                                 |                 |     |                  |  |  |  |
| а                                                                                                                                                 | Initiation fees and capital contributions included on Part VIII, line 12                                                                                                                                |                 |     |                  |  |  |  |
|                                                                                                                                                   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities                                                                                                             |                 |     |                  |  |  |  |
| 11                                                                                                                                                | Section 501(c)(12) organizations. Enter:                                                                                                                                                                |                 |     |                  |  |  |  |
|                                                                                                                                                   | Gross income from members or shareholders 11a                                                                                                                                                           |                 |     |                  |  |  |  |
| D                                                                                                                                                 | Gross income from other sources (Do not net amounts due or paid to other sources against                                                                                                                |                 |     |                  |  |  |  |
| 120                                                                                                                                               | amounts due or received from them.)  Section 4047(aV1) non-exempt charitable trusts. Is the exemptation filing Form 900 in liquid Form 10412                                                            | 120             |     |                  |  |  |  |
|                                                                                                                                                   | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?  If "Yes," enter the amount of tax-exempt interest received or accrued during the year       | 12a             |     |                  |  |  |  |
| 13                                                                                                                                                | Section 501(c)(29) qualified nonprofit health insurance issuers.                                                                                                                                        |                 |     |                  |  |  |  |
|                                                                                                                                                   | Is the organization licensed to issue qualified health plans in more than one state?                                                                                                                    | 13a             |     |                  |  |  |  |
| -                                                                                                                                                 | Note: See the instructions for additional information the organization must report on Schedule O.                                                                                                       | iou             |     |                  |  |  |  |
| b                                                                                                                                                 | Enter the amount of reserves the organization is required to maintain by the states in which the                                                                                                        |                 |     |                  |  |  |  |
|                                                                                                                                                   | organization is licensed to issue qualified health plans                                                                                                                                                |                 |     |                  |  |  |  |
| С                                                                                                                                                 | Enter the amount of reserves on hand                                                                                                                                                                    |                 |     |                  |  |  |  |
| 14a Did the organization receive any payments for indoor tanning services during the tax year?                                                    |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O                                       |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| 15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or                                  |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| excess parachute payment(s) during the year?                                                                                                      |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| If "Yes," see instructions and file Form 4720, Schedule N.                                                                                        |                                                                                                                                                                                                         |                 |     |                  |  |  |  |
| 16                                                                                                                                                | Is the organization an educational institution subject to the section 4968 excise tax on net investment income?                                                                                         | 16              |     | X                |  |  |  |
|                                                                                                                                                   | If "Yes," complete Form 4720, Schedule O.                                                                                                                                                               |                 |     |                  |  |  |  |

Page 6 Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

|     | Check if Schedule O contains a response or note to any line in this Part VI                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                   |        |        |        | X        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|--------|--------|--------|----------|
| Sec | tion A. Governing Body and Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                   |        |        |        |          |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   |        |        | Yes    | No       |
| 1a  | Enter the number of voting members of the governing body at the end of the tax year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1a        |                   | 12     |        |        |          |
|     | If there are material differences in voting rights among members of the governing body, or if the governing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                   |        |        |        |          |
|     | body delegated broad authority to an executive committee or similar committee, explain on Schedule O.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                   |        |        |        |          |
| b   | Enter the number of voting members included on line 1a, above, who are independent                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1b        |                   | 12     |        |        |          |
| 2   | Did any officer, director, trustee, or key employee have a family relationship or a business relationship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           | ny other          |        |        |        |          |
| 2   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   |        | 2      |        | Х        |
| _   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   | ··· ⊦  |        |        | 1        |
| 3   | Did the organization delegate control over management duties customarily performed by or under the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           | •                 |        | •      |        | x        |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   |        | 3_     |        | X        |
| 4   | Did the organization make any significant changes to its governing documents since the prior Form 9                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   |        | 4      |        | X        |
| 5   | Did the organization become aware during the year of a significant diversion of the organization's ass                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |                   |        | 5      | v      | <u> </u> |
| 6   | Did the organization have members or stockholders?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                   | ├      | 6      | X      |          |
| 7a  | Did the organization have members, stockholders, or other persons who had the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to elect or approximately a second control of the power to | •         |                   |        |        | 37     |          |
|     | more members of the governing body?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   | ⊦      | 7a     | X      |          |
| b   | Are any governance decisions of the organization reserved to (or subject to approval by) members, s                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           | •                 |        |        |        |          |
|     | persons other than the governing body?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |                   |        | 7b     | Х      |          |
| 8   | Did the organization contemporaneously document the meetings held or written actions undertaken during the year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | •         | •                 |        |        |        |          |
| а   | The governing body?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   |        | 8a     | X      |          |
| b   | Each committee with authority to act on behalf of the governing body?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |           |                   |        | 8b     | Х      |          |
| 9   | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be real                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                   |        |        |        |          |
|     | organization's mailing address? If "Yes," provide the names and addresses on Schedule O                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                   |        | 9      |        | X        |
| Sec | tion B. Policies (This Section B requests information about policies not required by the Internal Re                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | venue     | Code.)            |        |        |        |          |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   | г      |        | Yes    | No       |
|     | Did the organization have local chapters, branches, or affiliates?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                   | ├      | 10a    |        | X        |
| b   | If "Yes," did the organization have written policies and procedures governing the activities of such ch                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | apters    | , affiliates,     |        |        |        |          |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   | г      | 10b    |        |          |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing bod                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | y befor   | e filing the form | ?      | 11a    | X      |          |
| b   | Describe in Schedule O the process, if any, used by the organization to review this Form 990.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |           |                   |        |        |        |          |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                   |        | 12a    | Х      |          |
| b   | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | to conf   | licts?            |        | 12b    | Х      |          |
| С   | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Yes," de  | escribe           |        |        |        |          |
|     | in Schedule O how this was done                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   |        | 12c    | X      |          |
| 13  | Did the organization have a written whistleblower policy?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |                   | L      | 13     | Х      |          |
| 14  | Did the organization have a written document retention and destruction policy?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |           |                   | L      | 14     | X      |          |
| 15  | Did the process for determining compensation of the following persons include a review and approva                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | al by ind | dependent         |        |        |        |          |
|     | persons, comparability data, and contemporaneous substantiation of the deliberation and decision?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                   |        |        |        |          |
| а   | The organization's CEO, Executive Director, or top management official                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |                   | L      | 15a    | Х      |          |
| b   | Other officers or key employees of the organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   | L      | 15b    | Х      |          |
|     | If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   |        |        |        |          |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arranger                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | nent w    | ith a             |        |        |        |          |
|     | taxable entity during the year?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |           |                   | [      | 16a    |        | Х        |
| b   | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                   |        |        |        |          |
|     | in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | nization  | 's                |        |        |        |          |
|     | exempt status with respect to such arrangements?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |           |                   |        | 16b    |        |          |
| Sec | tion C. Disclosure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |           |                   |        |        |        |          |
| 17  | List the states with which a copy of this Form 990 is required to be filed ▶SEE SCHEDULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 0         |                   |        |        |        |          |
| 18  | Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           | T (Section 501)   | c)(3)s | only)  | availa | ble      |
|     | for public inspection. Indicate how you made these available. Check all that apply.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |                   |        |        |        |          |
|     | X Own website Another's website X Upon request Other (explain                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | n on Sc   | hedule O)         |        |        |        |          |
| 19  | Describe on Schedule O whether (and if so, how) the organization made its governing documents, co                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           | ,                 | , and  | financ | cial   |          |
|     | statements available to the public during the tax year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |           |                   |        |        |        |          |
| 20  | State the name, address, and telephone number of the person who possesses the organization's boo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | oks and   | records >         |        |        |        |          |
|     | ERIC SKUFCA - 719-866-4578                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                   |        |        |        |          |
|     | 1 OLYMPIC PLAZA, COLORADO SPRINGS, CO 80909                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |                   |        |        |        |          |

# Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

#### X

#### Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.
- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's current key employees, if any. See instructions for definition of "key employee."
- List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

|                                        | I                 |                                |                       |             |              |                                 |        |                 | rector, or trustee.           |                        |
|----------------------------------------|-------------------|--------------------------------|-----------------------|-------------|--------------|---------------------------------|--------|-----------------|-------------------------------|------------------------|
| (A)                                    | (B)               |                                |                       | )<br>Dec    | C)           |                                 |        | (D)             | (E)                           | (F)                    |
| Name and title                         | Average           | (do                            | not c                 | Pos<br>heck |              |                                 | one    | Reportable      | Reportable                    | Estimated              |
|                                        | hours per         |                                | , unles               |             |              |                                 |        | compensation    | compensation                  | amount of              |
|                                        | week<br>(list any |                                |                       |             |              |                                 |        | from<br>the     | from related<br>organizations | other compensation     |
|                                        | hours for         | direct                         |                       |             |              | P                               |        | organization    | (W-2/1099-MISC)               | from the               |
|                                        | related           | tee or                         | ıstee                 |             |              | nsate                           |        | (W-2/1099-MISC) |                               | organization           |
|                                        | organizations     | trust                          | nal tru               |             | oyee         | om e                            |        |                 |                               | and related            |
|                                        | below             | Individual trustee or director | Institutional trustee | Officer     | Key employee | Highest compensated<br>employee | Former |                 |                               | organizations          |
|                                        | line)             | Pul                            | lns                   | JJ0         | Ke           | e Hig                           | For    |                 |                               |                        |
| (1) TIM HINCHEY                        | 5.00              | -                              |                       |             |              |                                 |        |                 | 640 707                       | 62 400                 |
| CHIEF EXECUTIVE OFFICER                | 35.00             |                                |                       | Х           |              |                                 |        | 0.              | 642,707.                      | 63,490.                |
| (2) ERIC SKUFCA                        | 5.00              | -                              |                       | 7,7         |              |                                 |        |                 | 200 416                       | 20 201                 |
| CHIEF FINANCIAL OFFICER                | 35.00             |                                |                       | Х           |              |                                 |        | 0.              | 209,416.                      | 38,301.                |
| (3) ELIZBETH BEISEL                    | 4.00              | <b>.</b> ,                     |                       |             |              |                                 |        |                 | F 000                         | 0                      |
| MEMBER (4) CECIL GORDON                | 4 00              | Х                              |                       |             |              |                                 |        | 0.              | 5,000.                        | 0.                     |
| (4) CECIL GORDON CHAIRMAN OF THE BOARD | 8.00              | X                              |                       | х           |              |                                 |        | 0.              | 0.                            | 0.                     |
| (5) DAVID WEIDERECHT                   | 4.00              | Λ                              |                       | Δ           |              |                                 |        | 0.              | 0.                            | 0.                     |
| SECRETARY                              | 4.00              | X                              |                       | х           |              |                                 |        | 0.              | 0.                            | 0.                     |
| (6) MAYA ANDREWS                       | 4.00              | ^                              |                       | Λ           |              |                                 |        | 0.              | 0.                            | 0.                     |
| MEMBER                                 | 8.00              | X                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (7) BILL MAXSON                        | 4.00              | 22                             |                       |             |              |                                 |        |                 | <u> </u>                      | 0.                     |
| MEMBER                                 | 4.00              | х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (8) ANNE BERRY                         | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (9) ALEX BLAVATNIK                     | 4.00              |                                |                       |             |              |                                 |        | -               | -                             | -                      |
| MEMBER                                 |                   | Х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (10) JILL BORNSTEIN                    | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | Х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (11) DAVID SCHACKLEY                   | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | Х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (12) CYNTHIA EUBANKS                   | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | Х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (13) JORDAN KAPLAN                     | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | Х                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
| (14) TERESA LEE                        | 4.00              |                                |                       |             |              |                                 |        |                 |                               |                        |
| MEMBER                                 |                   | X                              |                       |             |              |                                 |        | 0.              | 0.                            | 0.                     |
|                                        |                   | 1                              |                       |             |              |                                 |        |                 |                               |                        |
|                                        |                   | _                              |                       |             |              |                                 |        |                 |                               |                        |
|                                        |                   | -                              |                       |             |              |                                 |        |                 |                               |                        |
|                                        |                   | 1                              |                       |             | _            | _                               |        |                 |                               |                        |
|                                        |                   | -                              |                       |             |              |                                 |        |                 |                               |                        |
|                                        |                   |                                |                       |             |              |                                 |        |                 |                               | Form <b>990</b> (2020) |

|     | T VII   Section A. Officers, Directors, Trus<br>(A)                                         | (B)                                                         |                                |                                               |                       | C)                      | <u>J. 15.</u>                |             | (D)                                    | (E)                                        |           |                 | (F)                                             |                |
|-----|---------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------|-----------------------------------------------|-----------------------|-------------------------|------------------------------|-------------|----------------------------------------|--------------------------------------------|-----------|-----------------|-------------------------------------------------|----------------|
|     | Name and title                                                                              | Average<br>hours per<br>week                                | offi                           | not c<br>, unle<br>cer ar                     | Pos<br>heck<br>ss per | itior<br>more<br>rson i | than<br>is bot               | h an        | Reportable compensation from           | Reportable<br>compensation<br>from related | on        |                 | stimate<br>nount<br>other                       |                |
|     |                                                                                             | (list any<br>hours for<br>related<br>organizations<br>below | Individual trustee or director | Institutional trustee                         |                       | Key employee            | Highest compensated employee |             | the<br>organization<br>(W-2/1099-MISC) | organizatior<br>(W-2/1099-MI               |           | fr<br>org<br>an | pensa<br>om the<br>anizat<br>d relat<br>anizati | e<br>ion<br>ed |
|     |                                                                                             | line)                                                       | Individ                        | Institu                                       | Officer               | Key en                  | Highe                        | Former      |                                        |                                            |           | 0.9             |                                                 |                |
| -   |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     | Subtotal                                                                                    |                                                             |                                |                                               |                       |                         |                              | <b>&gt;</b> | 0.                                     | 857,1                                      |           | 10              | 1,7                                             |                |
|     | Total from continuation sheets to Part V Total (add lines 1b and 1c)                        |                                                             |                                |                                               |                       |                         |                              | <b>▶</b>    | 0.                                     | 857,1                                      | 0.<br>23. | 10              | 1,7                                             | 0.<br>91.      |
| 2   | Total number of individuals (including but roompensation from the organization              | not limited to th                                           | ose                            | liste                                         | ed ab                 | oove                    | e) wh                        | no re       | eceived more than \$100,               | ,000 of reportabl                          | е         |                 |                                                 | 0              |
| 3   | Did the organization list any <b>former</b> officer                                         | , director, trust                                           | ee, l                          | cey e                                         | empl                  | loye                    | e, o                         | r hio       | hest compensated emp                   | loyee on                                   |           |                 | Yes                                             | No             |
|     | line 1a? If "Yes," complete Schedule J for s                                                |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           | 3               |                                                 | Х              |
| 4   | For any individual listed on line 1a, is the si and related organizations greater than \$15 |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           | 4               | Х                                               |                |
| 5   | Did any person listed on line 1a receive or                                                 | accrue comper                                               | ısati                          | on f                                          | rom                   | any                     | unr                          | elate       | ed organization or individ             | dual for services                          |           | 5               |                                                 | Х              |
| Sec | rendered to the organization? If "Yes," control is Independent Contractors                  | npiete Scheaule                                             | 9 J T                          | or si                                         | ıcn i                 | bers                    | ion                          |             |                                        | •••••                                      |           | <u> </u>        |                                                 |                |
| 1   | Complete this table for your five highest conthe organization. Report compensation for      |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            | pensa     | tion fro        | om                                              |                |
|     | (A) Name and business                                                                       |                                                             |                                | , , <u>, , , , , , , , , , , , , , , , , </u> | . <u>g</u>            |                         |                              |             | (B) Description of s                   |                                            | C         | (Compe          | C)<br>nsatio                                    | n              |
|     | I GROUP AZ, LLC<br>28 L STREET NW #400, WA                                                  | ASHINGTO                                                    | N,                             | D                                             | С                     | 20                      | 03                           | 6           | MARKETING SE                           | RVICES                                     |           | 12              | 1,2                                             | 43.            |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
|     |                                                                                             |                                                             |                                |                                               |                       |                         |                              |             |                                        |                                            |           |                 |                                                 |                |
| 2   | Total number of independent contractors (<br>\$100,000 of compensation from the organ       |                                                             | ot lir                         | nited                                         | d to                  | -                       | se lis<br>L                  | sted        | above) who received me                 | ore than                                   |           |                 |                                                 |                |

|                                                        |      | Check if Schedule O c                | ontains a     | response o                              | or note to any lin | e in this Part VIII |                   |                  |                                      |
|--------------------------------------------------------|------|--------------------------------------|---------------|-----------------------------------------|--------------------|---------------------|-------------------|------------------|--------------------------------------|
|                                                        |      |                                      | 011141110     | .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                    | (A)                 | (B)               | (C)              | (D)                                  |
|                                                        |      |                                      |               |                                         |                    | Total revenue       | Related or exempt | Unrelated        | Revenue excluded                     |
|                                                        |      |                                      |               |                                         |                    |                     | function revenue  | business revenue | from tax under<br>sections 512 - 514 |
|                                                        |      |                                      |               | T. I                                    |                    |                     |                   |                  | 300010113 0 12 0 14                  |
| Contributions, Gifts, Grants and Other Similar Amounts |      | Federated campaigns                  |               | 1a                                      |                    |                     |                   |                  |                                      |
| ž'a<br>ou                                              |      | Membership dues                      |               | 1b                                      |                    |                     |                   |                  |                                      |
| s, C                                                   | С    | Fundraising events                   |               | 1c                                      | 67,153.            |                     |                   |                  |                                      |
| i i                                                    | d    | Related organizations                |               | 1d                                      |                    |                     |                   |                  |                                      |
| s, o                                                   | е    | Government grants (contril           | butions)      | 1e                                      |                    |                     |                   |                  |                                      |
| e is                                                   | f    | All other contributions, gifts, g    | grants, and   |                                         |                    |                     |                   |                  |                                      |
| he ti                                                  |      | similar amounts not included         |               | 1f                                      | 1,062,899.         |                     |                   |                  |                                      |
| ξţ                                                     | a    | Noncash contributions included in li |               | 1g \$                                   | 67,153.            |                     |                   |                  |                                      |
| ρ                                                      | _    | Total. Add lines 1a-1f               |               |                                         |                    | 1,130,052.          |                   |                  |                                      |
| 0 10                                                   |      | Total: Add lines 1a 11               |               |                                         | Business Code      |                     |                   |                  |                                      |
|                                                        | •    | SPONSORSHIPS                         |               |                                         | 900099             | 520,750.            | 520,750.          |                  |                                      |
| <u>ic</u>                                              | 2 a  |                                      |               |                                         | 300033             | 320,730.            | 320,730.          |                  |                                      |
| er v                                                   | b    | -                                    |               |                                         |                    |                     |                   |                  |                                      |
| J.S.                                                   | С    |                                      |               |                                         |                    |                     |                   |                  |                                      |
| ev<br>Sev                                              | d    |                                      |               |                                         |                    |                     |                   |                  |                                      |
| Program Service<br>Revenue                             | е    | ·                                    |               |                                         |                    |                     |                   |                  |                                      |
| ₫                                                      | f    | All other program service r          | evenue .      |                                         |                    |                     |                   |                  |                                      |
|                                                        | g    | Total. Add lines 2a-2f               |               |                                         |                    | 520,750.            |                   |                  |                                      |
|                                                        | 3    | Investment income (includi           |               |                                         |                    |                     |                   |                  |                                      |
|                                                        |      | other similar amounts)               |               |                                         |                    | 379,363.            |                   |                  | 379,363.                             |
|                                                        | 4    | Income from investment of            |               |                                         |                    | ,                   |                   |                  | ,                                    |
|                                                        | 5    | Royalties                            |               | -                                       |                    | 52,328.             | 52,328.           |                  |                                      |
|                                                        | 3    | noyaliles                            |               | (i) Real                                | (ii) Personal      | 02,020.             | 02,020.           |                  |                                      |
|                                                        |      |                                      |               | (i) i teai                              | (ii) i ersoriai    |                     |                   |                  |                                      |
|                                                        |      |                                      | 6a            |                                         |                    |                     |                   |                  |                                      |
|                                                        |      | Less: rental expenses                | 6b            |                                         |                    |                     |                   |                  |                                      |
|                                                        | С    | Rental income or (loss)              | 6с            |                                         |                    |                     |                   |                  |                                      |
|                                                        | d    | Net rental income or (loss)          |               |                                         | <b></b>            |                     |                   |                  |                                      |
|                                                        | 7 a  | Gross amount from sales of           | (i) S         | Securities                              | (ii) Other         |                     |                   |                  |                                      |
|                                                        |      | assets other than inventory          | <b>7a</b> 32, | 036,256.                                |                    |                     |                   |                  |                                      |
|                                                        | b    | Less: cost or other basis            |               |                                         |                    |                     |                   |                  |                                      |
| ē                                                      |      | and sales expenses                   | <b>7b</b> 30, | 332,190.                                |                    |                     |                   |                  |                                      |
| Revenue                                                | С    | Gain or (loss)                       | 7c 1,         | 704,066.                                |                    |                     |                   |                  |                                      |
| ě                                                      |      | Net gain or (loss)                   |               |                                         | <b></b>            | 1,704,066.          |                   |                  | 1,704,066.                           |
| her F                                                  |      | Gross income from fundraisin         |               |                                         |                    | , ,                 |                   |                  | , ,                                  |
| O <del>ţ</del>                                         | οu   | including \$                         |               | I                                       |                    |                     |                   |                  |                                      |
| ١                                                      |      |                                      |               | -                                       |                    |                     |                   |                  |                                      |
|                                                        |      | contributions reported on I          | •             | I .                                     | 116 420            |                     |                   |                  |                                      |
|                                                        |      | Part IV, line 18                     |               | I                                       | 116,438.           |                     |                   |                  |                                      |
|                                                        |      | Less: direct expenses                |               |                                         | 90,183.            | 06.055              |                   |                  | 26.255                               |
|                                                        |      | Net income or (loss) from f          |               |                                         |                    | 26,255.             |                   |                  | 26,255.                              |
|                                                        | 9 a  | Gross income from gaming             | -             | I                                       |                    |                     |                   |                  |                                      |
|                                                        |      | Part IV, line 19                     |               |                                         |                    |                     |                   |                  |                                      |
|                                                        | b    | Less: direct expenses                |               | 9b                                      |                    |                     |                   |                  |                                      |
|                                                        | С    | Net income or (loss) from g          | gaming a      | ctivities                               | <b>&gt;</b>        |                     |                   |                  |                                      |
|                                                        | 10 a | Gross sales of inventory, le         | ess returr    | ns                                      |                    |                     |                   |                  |                                      |
|                                                        |      | and allowances                       |               | I                                       |                    |                     |                   |                  |                                      |
|                                                        | b    | Less: cost of goods sold             |               | I                                       |                    |                     |                   |                  |                                      |
|                                                        |      | Net income or (loss) from s          |               |                                         | •                  |                     |                   |                  |                                      |
| $\overline{}$                                          |      | THE INCOME OF (1000) ITOM C          | Daico Oi II   | iventory                                | Business Code      |                     |                   |                  |                                      |
| SI                                                     | 44 - |                                      |               |                                         | Buomeso ocuc       |                     |                   |                  |                                      |
| Miscellaneous<br>Revenue                               | 11 a |                                      |               |                                         |                    |                     |                   |                  |                                      |
| llan                                                   | b    |                                      |               |                                         |                    |                     |                   |                  |                                      |
| 3e                                                     | С    |                                      |               |                                         |                    |                     |                   |                  |                                      |
| Mis                                                    | d    | All other revenue                    |               |                                         |                    |                     |                   |                  |                                      |
| ᆜ                                                      | е    | Total. Add lines 11a-11d             |               |                                         | <b>&gt;</b>        |                     |                   |                  |                                      |
|                                                        | 12   | Total revenue. See instruction       | ns            |                                         |                    | 3,812,814.          | 573,078.          | 0.               | 2,109,684.                           |

72-1581977 Page **10** Form 990 (2020) Part IX | Statement of Functional Expenses Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A) Check if Schedule O contains a response or note to any line in this Part IX (**D**)
Fundraising (C) Management and general expenses Do not include amounts reported on lines 6b. Program service expenses Total expenses expenses 7b, 8b, 9b, and 10b of Part VIII. Grants and other assistance to domestic organizations 4,197,371. 4,197,371. and domestic governments. See Part IV, line 21 Grants and other assistance to domestic individuals. See Part IV, line 22 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 ....... Benefits paid to or for members Compensation of current officers, directors, trustees, and key employees ..... Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Other salaries and wages 411,533. 149,637. 56,805. 205,091. 7 Pension plan accruals and contributions (include 35,164. 12,786. 4,854. 17,524. section 401(k) and 403(b) employer contributions) 31,980. 87,951. 12,140. Other employee benefits 43,831. 9 4,235. 30,681. 11,156. 15,290. 10 Payroll taxes 11 Fees for services (nonemployees): 200,000. 66,000. 20,000. 114,000. Management 8,530. 8,530. Legal 8,200. 8,200. Accounting Lobbying Professional fundraising services. See Part IV, line 17 46,934. 46,934. Investment management fees Other. (If line 11g amount exceeds 10% of line 25, 448,087. 415,318. 23,241. 9,528. column (A) amount, list line 11g expenses on Sch O.) 1,741. 557. 770. 414. Advertising and promotion 12 45,014. 2,393. 19,665. 22,956. 13 Office expenses Information technology 14 Royalties 15 70,000. 70,000. 16 Occupancy 17,084. 2,659. 5,080. 9,345. 17 Travel Payments of travel or entertainment expenses 18 for any federal, state, or local public officials Conferences, conventions, and meetings 19 20 Payments to affiliates 21 2,588. 2,588. Depreciation, depletion, and amortization 22 23 Other expenses. Itemize expenses not covered 24 above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) 19,684. 19,684. AWARDS & GIFTS CATERING & ENTERTAINMEN 2,697. 13. 326. 2,358. 1,468. 679. EQUIPMENT & SPACE RENTA 789. 250. VIDEO & PHOTOGRAPHY 802. 552. 71. 71. e All other expenses 5,635,600. 4,891,101. 284,228. 460,271. Total functional expenses. Add lines 1 through 24e 25 Joint costs. Complete this line only if the organization

reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here if following SOP 98-2 (ASC 958-720)

Form 990 (2020)
Part X | Balance Sheet

| Par                         | rt X     | Balance Sheet                                                                                         |                                                                           |                   |                                 |             |                           |
|-----------------------------|----------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------|---------------------------------|-------------|---------------------------|
|                             |          | Check if Schedule O contains a response or                                                            | note to any lir                                                           | ne in this Part X |                                 |             |                           |
|                             |          |                                                                                                       |                                                                           |                   | <b>(A)</b><br>Beginning of year |             | <b>(B)</b><br>End of year |
|                             | 1        | Cash - non-interest-bearing                                                                           |                                                                           |                   | 1,472,163.                      | 1           | 2,376,013.                |
|                             | 2        | Savings and temporary cash investments                                                                |                                                                           |                   | 9,674.                          | 2           | 9,676.                    |
|                             | 3        | Pledges and grants receivable, net                                                                    |                                                                           |                   | 1,924,499.                      | 3           | 1,624,600.                |
|                             | 4        | Accounts receivable, net                                                                              |                                                                           |                   | 90,808.                         | 4           | 155,232.                  |
|                             | 5        | Loans and other receivables from any current                                                          |                                                                           |                   |                                 |             |                           |
|                             |          | trustee, key employee, creator or founder, su                                                         | bstantial cont                                                            | ributor, or 35%   |                                 |             |                           |
|                             |          | controlled entity or family member of any of t                                                        | hese persons                                                              |                   |                                 | 5           |                           |
|                             | 6        | Loans and other receivables from other disqu                                                          | alified persor                                                            |                   |                                 |             |                           |
|                             |          | under section 4958(f)(1)), and persons describ                                                        | under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) |                   |                                 |             |                           |
| Ø                           | 7        | Notes and loans receivable, net                                                                       |                                                                           |                   |                                 | 7           |                           |
| Assets                      | 8        | Inventories for sale or use                                                                           |                                                                           |                   |                                 | 8           |                           |
| As                          | 9        |                                                                                                       |                                                                           |                   | 11,737.                         | 9           | 49,487.                   |
|                             | 10a      | Land, buildings, and equipment: cost or othe                                                          | r                                                                         |                   |                                 |             |                           |
|                             |          | basis. Complete Part VI of Schedule D                                                                 | 10a                                                                       | 229,963.          |                                 |             |                           |
|                             | b        | Less: accumulated depreciation                                                                        | 2,588.                                                                    | 10c               | 0.                              |             |                           |
|                             | 11       | Investments - publicly traded securities                                                              |                                                                           | 19,582,216.       | 11                              | 18,242,539. |                           |
|                             | 12       | Investments - other securities. See Part IV, lin                                                      |                                                                           | 12                |                                 |             |                           |
|                             | 13       | Investments - program-related. See Part IV, lin                                                       |                                                                           | 13                |                                 |             |                           |
|                             | 14       | Intangible assets                                                                                     |                                                                           | 14                |                                 |             |                           |
|                             | 15       | Other assets. See Part IV, line 11                                                                    |                                                                           |                   | 120,000.                        | 15          | 120,000.                  |
|                             | 16       | Total assets. Add lines 1 through 15 (must e                                                          |                                                                           |                   | 23,213,685.                     | 16          | 22,577,547.               |
|                             | 17       | Accounts payable and accrued expenses                                                                 | 52,621.                                                                   | 17                | 16,387.                         |             |                           |
|                             | 18       | Grants payable                                                                                        |                                                                           | 18                |                                 |             |                           |
|                             | 19       | Deferred revenue                                                                                      |                                                                           |                   | 135,740.                        | 19          | 151,515.                  |
|                             | 20       | Tax-exempt bond liabilities                                                                           |                                                                           |                   |                                 | 20          |                           |
|                             | 21       | Escrow or custodial account liability. Comple                                                         | te Part IV of S                                                           | Schedule D        |                                 | 21          |                           |
| es                          | 22       | Loans and other payables to any current or for                                                        |                                                                           |                   |                                 |             |                           |
| Liabilities                 |          | trustee, key employee, creator or founder, su                                                         |                                                                           |                   |                                 |             |                           |
| iab                         |          | controlled entity or family member of any of t                                                        | -                                                                         |                   |                                 | 22          |                           |
| _                           | 23       | Secured mortgages and notes payable to uni                                                            | •                                                                         | ······            |                                 | 23          |                           |
|                             | 24       | Unsecured notes and loans payable to unrela                                                           |                                                                           | Г                 |                                 | 24          |                           |
|                             | 25       | Other liabilities (including federal income tax,                                                      |                                                                           | 1                 |                                 |             |                           |
|                             |          | parties, and other liabilities not included on li                                                     | •                                                                         | •                 | 00 071                          |             | 1 000 010                 |
|                             |          | of Schedule D                                                                                         |                                                                           |                   | 99,871.                         |             | 1,068,919.                |
|                             | 26       |                                                                                                       |                                                                           | ▼                 | 288,232.                        | 26          | 1,236,821.                |
| တ္                          |          | Organizations that follow FASB ASC 958, o                                                             | heck here                                                                 |                   |                                 |             |                           |
| nce                         |          | and complete lines 27, 28, 32, and 33.                                                                |                                                                           | 1                 | 14,928,663.                     | 07          | 12,823,291.               |
| alaı                        | 27       | Net assets without donor restrictions                                                                 |                                                                           |                   | 7,996,790.                      | 27<br>28    | 8,517,435.                |
| d B                         | 28       | Net assets with donor restrictions                                                                    |                                                                           |                   | 1,990,190.                      | 28          | 0,317,433.                |
| -u                          |          | Organizations that do not follow FASB ASC                                                             |                                                                           |                   |                                 |             |                           |
| o.                          | 200      | and complete lines 29 through 33.                                                                     | do                                                                        | 1                 |                                 | 20          |                           |
| əts                         | 29<br>30 | Capital stock or trust principal, or current fun<br>Paid-in or capital surplus, or land, building, or |                                                                           |                   |                                 | 29<br>30    |                           |
| \ss(                        |          | Retained earnings, endowment, accumulated                                                             |                                                                           |                   |                                 | 31          |                           |
| Net Assets or Fund Balances | 31<br>32 | Total net assets or fund balances                                                                     |                                                                           |                   | 22,925,453.                     | 32          | 21,340,726.               |
| Ž                           | 33       | Total liabilities and net assets/fund balances                                                        |                                                                           |                   | 23,213,685.                     | 33          | 22,577,547.               |
|                             | აა       | TOTAL HADIILIES ATTO THE ASSETS/TUTTO DATAFICES                                                       |                                                                           |                   | 23,213,003                      | აა          | 22,311,3410               |

Form **990** (2020)

Form **990** (2020)

| Pa                          | rt XI Reconciliation of Net Assets                                                                                    |           |         |       |          | .J  |  |  |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------|---------|-------|----------|-----|--|--|
|                             | Check if Schedule O contains a response or note to any line in this Part XI                                           |           |         |       |          |     |  |  |
|                             | •                                                                                                                     |           |         |       |          |     |  |  |
| 1                           | Total revenue (must equal Part VIII, column (A), line 12)                                                             | 1         | 3,      | ,812  | 2,8      | 14. |  |  |
| 2                           | Total expenses (must equal Part IX, column (A), line 25)                                                              | 2         | 5,      | ,63!  | 5,6      | 00. |  |  |
| 3                           | Revenue less expenses. Subtract line 2 from line 1                                                                    | 3         | -1,     | , 822 | 2,7      | 86. |  |  |
| 4                           | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                             | 4         | 22,     | , 92! | 5,4      | 53. |  |  |
| 5                           | Net unrealized gains (losses) on investments                                                                          | 5         |         | 238   | 3,0      | 59. |  |  |
| 6                           |                                                                                                                       |           |         |       |          |     |  |  |
| 7                           |                                                                                                                       |           |         |       |          |     |  |  |
| 8                           | Prior period adjustments                                                                                              | 8         |         |       |          |     |  |  |
| 9                           | Other changes in net assets or fund balances (explain on Schedule O)                                                  | 9         |         |       |          | 0.  |  |  |
| 10                          | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32,                    |           |         |       |          |     |  |  |
|                             | column (B))                                                                                                           | 10        | 21,     | , 34( | 0,7      | 26. |  |  |
| Pa                          | rt XII Financial Statements and Reporting                                                                             |           |         |       |          |     |  |  |
|                             | Check if Schedule O contains a response or note to any line in this Part XII                                          |           | <u></u> |       |          | X   |  |  |
|                             |                                                                                                                       |           | _       |       | Yes      | No  |  |  |
| 1                           | Accounting method used to prepare the Form 990: Cash X Accrual Other                                                  |           |         |       |          |     |  |  |
|                             | If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule        | Э.        |         |       |          |     |  |  |
| 2a                          | Were the organization's financial statements compiled or reviewed by an independent accountant?                       |           |         | 2a    |          | X   |  |  |
|                             | If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed       | on a      |         |       |          |     |  |  |
|                             | separate basis, consolidated basis, or both:                                                                          |           |         |       |          |     |  |  |
|                             | Separate basis Consolidated basis Both consolidated and separate basis                                                |           |         |       |          |     |  |  |
| b                           | Were the organization's financial statements audited by an independent accountant?                                    |           |         | 2b    | X        |     |  |  |
|                             | If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate      | basis,    |         |       |          |     |  |  |
|                             | consolidated basis, or both:                                                                                          |           |         |       |          |     |  |  |
|                             | Separate basis Consolidated basis X Both consolidated and separate basis                                              |           |         |       |          |     |  |  |
| С                           | If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the    | audit,    |         |       |          |     |  |  |
|                             | review, or compilation of its financial statements and selection of an independent accountant?                        |           | L       | 2c    | <u>X</u> |     |  |  |
|                             | If the organization changed either its oversight process or selection process during the tax year, explain on Sche    | edule O.  |         |       |          |     |  |  |
| 3а                          | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Sin   | gle Audit | :       |       |          | x   |  |  |
| Act and OMB Circular A-133? |                                                                                                                       |           |         |       |          |     |  |  |
| b                           | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required | ed audit  |         |       |          |     |  |  |
|                             | or audits, explain why on Schedule O and describe any steps taken to undergo such audits                              |           |         | 3b    |          |     |  |  |

#### **SCHEDULE A**

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Total

## **Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020
Open to Public

Inspection

#### **Employer identification number** Name of the organization USA SWIMMING FOUNDATION, 72-1581977 Reason for Public Charity Status. (All organizations must complete this part.) See instructions. Part I The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.) A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i). A school described in section 170(b)(1)(A)(ii). (Attach Schedule E (Form 990 or 990-EZ).) A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii). 3 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state: An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.) 6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v). An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.) A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.) An agricultural research organization described in section 170(b)(1)(A)(ix) operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.) An organization organized and operated exclusively to test for public safety. See section 509(a)(4). An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g. Type I. A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. You must complete Part IV, Sections A and B. Type II. A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). You must complete Part IV, Sections A and C. Type III functionally integrated. A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). You must complete Part IV, Sections A, D, and E. Type III non-functionally integrated. A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). You must complete Part IV, Sections A and D, and Part V. Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization. Enter the number of supported organizations Provide the following information about the supported organization(s). (iv) Is the organization listed in your governing document? (i) Name of supported (ii) EIN (iii) Type of organization (v) Amount of monetary (vi) Amount of other (described on lines 1-10 organization support (see instructions) support (see instructions) Yes No above (see instructions)) 20-4264282 882,649 USA SWIMMING, INC. 10 Х

0.

882,649.

## Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

| Sec  | ction A. Public Support                      |                           |                      |                       |                            |                       |             |
|------|----------------------------------------------|---------------------------|----------------------|-----------------------|----------------------------|-----------------------|-------------|
| Cale | ndar year (or fiscal year beginning in) 🕨    | (a) 2016                  | <b>(b)</b> 2017      | (c) 2018              | (d) 2019                   | (e) 2020              | (f) Total   |
| 1    | Gifts, grants, contributions, and            |                           |                      |                       |                            |                       |             |
|      | membership fees received. (Do not            |                           |                      |                       |                            |                       |             |
|      | include any "unusual grants.")               |                           |                      |                       |                            |                       |             |
| 2    | Tax revenues levied for the organ-           |                           |                      |                       |                            |                       |             |
|      | ization's benefit and either paid to         |                           |                      |                       |                            |                       |             |
|      | or expended on its behalf                    |                           |                      |                       |                            |                       |             |
| 3    | The value of services or facilities          |                           |                      |                       |                            |                       |             |
|      | furnished by a governmental unit to          |                           |                      |                       |                            |                       |             |
|      | the organization without charge              |                           |                      |                       |                            |                       |             |
| 4    | Total. Add lines 1 through 3                 |                           |                      |                       |                            |                       |             |
| 5    | The portion of total contributions           |                           |                      |                       |                            |                       |             |
|      | by each person (other than a                 |                           |                      |                       |                            |                       |             |
|      | governmental unit or publicly                |                           |                      |                       |                            |                       |             |
|      | supported organization) included             |                           |                      |                       |                            |                       |             |
|      | on line 1 that exceeds 2% of the             |                           |                      |                       |                            |                       |             |
|      | amount shown on line 11,                     |                           |                      |                       |                            |                       |             |
|      | column (f)                                   |                           |                      |                       |                            |                       |             |
| 6    | Public support. Subtract line 5 from line 4. |                           |                      |                       |                            |                       |             |
|      | ction B. Total Support                       |                           | ı                    |                       |                            |                       |             |
| Cale | ndar year (or fiscal year beginning in)      | (a) 2016                  | <b>(b)</b> 2017      | (c) 2018              | (d) 2019                   | (e) 2020              | (f) Total   |
|      | Amounts from line 4                          |                           | , ,                  |                       |                            | , ,                   |             |
|      | Gross income from interest,                  |                           |                      |                       |                            |                       |             |
|      | dividends, payments received on              |                           |                      |                       |                            |                       |             |
|      | securities loans, rents, royalties,          |                           |                      |                       |                            |                       |             |
|      | and income from similar sources              |                           |                      |                       |                            |                       |             |
| 9    | Net income from unrelated business           |                           |                      |                       |                            |                       |             |
|      | activities, whether or not the               |                           |                      |                       |                            |                       |             |
|      | business is regularly carried on             |                           |                      |                       |                            |                       |             |
| 10   | Other income. Do not include gain            |                           |                      |                       |                            |                       |             |
|      | or loss from the sale of capital             |                           |                      |                       |                            |                       |             |
|      | assets (Explain in Part VI.)                 |                           |                      |                       |                            |                       |             |
| 11   | Total support. Add lines 7 through 10        |                           |                      |                       |                            |                       |             |
|      | Gross receipts from related activities,      | etc. (see instruction     | ons)                 |                       | •                          | 12                    |             |
|      | First 5 years. If the Form 990 is for the    | •                         |                      |                       |                            | 501(c)(3)             |             |
|      | organization, check this box and <b>stop</b> | here                      |                      |                       | •                          |                       |             |
| Sec  | ction C. Computation of Public               | Support Per               | centage              |                       |                            |                       |             |
| 14   | Public support percentage for 2020 (lin      | ne 6, column (f), d       | livided by line 11,  | column (f))           |                            | 14                    | %           |
| 15   | Public support percentage from 2019          | Schedule A, Part          | II, line 14          |                       |                            | 15                    | %           |
| 16a  | 33 1/3% support test - 2020. If the o        | rganization did no        | ot check the box o   | n line 13, and line   | 14 is 33 1/3% or m         | nore, check this box  | and         |
|      | stop here. The organization qualifies a      |                           | -                    |                       |                            |                       |             |
| b    | 33 1/3% support test - 2019. If the o        | rganization did no        | ot check a box on    | line 13 or 16a, and   | line 15 is 33 1/3%         | or more, check thi    | s box       |
|      | and stop here. The organization qualit       | ies as a publicly s       | supported organiz    | ation                 |                            |                       | ▶□          |
| 17a  | 10% -facts-and-circumstances test            | - <b>2020.</b> If the org | anization did not    | check a box on line   | e 13, 16a, or 16b,         | and line 14 is 10% o  | or more,    |
|      | and if the organization meets the facts      | -and-circumstanc          | es test, check this  | box and stop he       | <b>re.</b> Explain in Part | VI how the organiz    | ation       |
|      | meets the facts-and-circumstances tes        | t. The organizatio        | on qualifies as a pu | ublicly supported o   | rganization                |                       | ▶□          |
| b    | 10% -facts-and-circumstances test            | - 2019. If the org        | anization did not    | check a box on line   | e 13, 16a, 16b, or         | 17a, and line 15 is 1 | 10% or      |
|      | more, and if the organization meets the      | e facts-and-circun        | nstances test, che   | eck this box and st   | <b>top here.</b> Explain i | in Part VI how the    |             |
|      | organization meets the facts-and-circu       | mstances test. Th         | ne organization qu   | alifies as a publicly | supported organi           | zation                | ▶□          |
| 18   | Private foundation. If the organization      | ı did not check a         | box on line 13, 16   | a, 16b, 17a, or 17b   | o, check this box a        | and see instructions  | <b>&gt;</b> |

### Part III | Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Se   | ction A. Public Support                                                              | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                            |                      |                      |                       |             |
|------|--------------------------------------------------------------------------------------|-----------------------------------------|----------------------------|----------------------|----------------------|-----------------------|-------------|
| Cale | ndar year (or fiscal year beginning in)                                              | (a) 2016                                | <b>(b)</b> 2017            | (c) 2018             | (d) 2019             | (e) 2020              | (f) Total   |
| 1    | Gifts, grants, contributions, and                                                    |                                         |                            |                      |                      |                       |             |
|      | membership fees received. (Do not                                                    |                                         |                            |                      |                      |                       |             |
|      | include any "unusual grants.")                                                       |                                         |                            |                      |                      |                       |             |
| 2    | Gross receipts from admissions,                                                      |                                         |                            |                      |                      |                       |             |
|      | merchandise sold or services per-                                                    |                                         |                            |                      |                      |                       |             |
|      | formed, or facilities furnished in any activity that is related to the               |                                         |                            |                      |                      |                       |             |
|      | organization's tax-exempt purpose                                                    |                                         |                            |                      |                      |                       |             |
| 3    | Gross receipts from activities that                                                  |                                         |                            |                      |                      |                       |             |
|      | are not an unrelated trade or bus-                                                   |                                         |                            |                      |                      |                       |             |
|      | iness under section 513                                                              |                                         |                            |                      |                      |                       |             |
| 4    | Tax revenues levied for the organ-                                                   |                                         |                            |                      |                      |                       |             |
|      | ization's benefit and either paid to                                                 |                                         |                            |                      |                      |                       |             |
|      | or expended on its behalf                                                            |                                         |                            |                      |                      |                       |             |
| 5    | The value of services or facilities                                                  |                                         |                            |                      |                      |                       |             |
|      | furnished by a governmental unit to                                                  |                                         |                            |                      |                      |                       |             |
|      | the organization without charge                                                      |                                         |                            |                      |                      |                       |             |
| 6    | Total. Add lines 1 through 5                                                         |                                         |                            |                      |                      |                       |             |
| 78   | Amounts included on lines 1, 2, and                                                  |                                         |                            |                      |                      |                       |             |
|      | 3 received from disqualified persons                                                 |                                         |                            |                      |                      |                       |             |
| k    | Amounts included on lines 2 and 3 received from other than disqualified persons that |                                         |                            |                      |                      |                       |             |
|      | exceed the greater of \$5,000 or 1% of the                                           |                                         |                            |                      |                      |                       |             |
|      | amount on line 13 for the year                                                       |                                         |                            |                      |                      |                       |             |
|      | Add lines 7a and 7b                                                                  |                                         |                            |                      |                      |                       |             |
|      | Public support. (Subtract line 7c from line 6.)                                      |                                         |                            |                      |                      |                       |             |
|      | ction B. Total Support                                                               |                                         | T                          |                      | T                    | T                     | T           |
|      | ndar year (or fiscal year beginning in)                                              | (a) 2016                                | <b>(b)</b> 2017            | (c) 2018             | (d) 2019             | (e) 2020              | (f) Total   |
|      | Amounts from line 6                                                                  |                                         |                            |                      |                      |                       |             |
| 108  | Gross income from interest, dividends, payments received on                          |                                         |                            |                      |                      |                       |             |
|      | securities loans, rents, royalties,                                                  |                                         |                            |                      |                      |                       |             |
|      | and income from similar sources                                                      |                                         |                            |                      |                      |                       |             |
| K    | Unrelated business taxable income (less section 511 taxes) from businesses           |                                         |                            |                      |                      |                       |             |
|      | , , , , , , , , , , , , , , , , , , ,                                                |                                         |                            |                      |                      |                       |             |
|      | acquired after June 30, 1975  Add lines 10a and 10b                                  |                                         |                            |                      |                      |                       |             |
|      | Net income from unrelated business                                                   |                                         |                            |                      |                      |                       |             |
|      | activities not included in line 10b,                                                 |                                         |                            |                      |                      |                       |             |
|      | whether or not the business is regularly carried on                                  |                                         |                            |                      |                      |                       |             |
| 12   | Other income. Do not include gain                                                    |                                         |                            |                      |                      |                       |             |
|      | or loss from the sale of capital                                                     |                                         |                            |                      |                      |                       |             |
| 13   | assets (Explain in Part VI.)  Total support. (Add lines 9, 10c, 11, and 12.)         |                                         |                            |                      |                      |                       |             |
|      | First 5 years. If the Form 990 is for the                                            | ne organization's fi                    | rst second third           | fourth or fifth tax  | vear as a section 5  | i01(c)(3) organizatio | on .        |
| •    | check this box and stop here                                                         | •                                       |                            |                      | -                    |                       |             |
| Se   | ction C. Computation of Publi                                                        |                                         |                            |                      |                      |                       |             |
| 15   | Public support percentage for 2020 (I                                                | ine 8, column (f), d                    | livided by line 13, o      | column (f))          |                      | 15                    | %           |
| 16   | Public support percentage from 2019                                                  | Schedule A, Part                        | III, line 15               |                      |                      | 16                    | %           |
| Se   | ction D. Computation of Inves                                                        | tment Income                            | e Percentage               |                      |                      |                       |             |
| 17   | Investment income percentage for 20                                                  | <b>)20</b> (line 10c, colur             | mn (f), divided by li      | ne 13, column (f))   |                      | 17                    | %           |
| 18   | Investment income percentage from                                                    | <b>2019</b> Schedule A,                 | Part III, line 17          |                      |                      | 18                    | %           |
| 19   | a 33 1/3% support tests - 2020. If the                                               |                                         |                            |                      |                      | 3 1/3%, and line 1    | 7 is not    |
|      | more than 33 1/3%, check this box ar                                                 | nd <b>stop here.</b> The                | organization quali         | fies as a publicly s | supported organiza   | tion                  | <b>&gt;</b> |
| k    | 33 1/3% support tests - 2019. If the                                                 | organization did r                      | not check a box on         | line 14 or line 19a  | a, and line 16 is mo | ore than 33 1/3%, a   | and         |
|      | line 18 is not more than 33 1/3%, che                                                | ck this box and st                      | t <b>op here.</b> The orga | nization qualifies a | as a publicly suppo  | orted organization    |             |
| 20   | Private foundation. If the organization                                              | n did not check a                       | box on line 14, 19a        | a, or 19b, check th  | nis box and see ins  | tructions             |             |

## Part IV | Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

#### Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- **3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.
- **b** Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.
- **4a** Was any supported organization not organized in the United States ("foreign supported organization")? *If* "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.
- **b** Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.
- c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).
- **b Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c Substitutions only. Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI.
- **b** Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes." provide detail in **Part VI.**
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.
  - **b** Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

|           | Yes   | No   |
|-----------|-------|------|
|           | 163   | NO   |
|           |       |      |
| 1         | Х     |      |
| •         | 21    |      |
|           |       |      |
| 2         |       | Х    |
| 2         |       |      |
| 20        |       | Х    |
| 3a        |       |      |
|           |       |      |
| Ol-       |       |      |
| 3b        |       |      |
| 0-        |       |      |
| 3c        |       |      |
|           |       | Х    |
| 4a        |       |      |
|           |       |      |
|           |       |      |
| 4b        |       |      |
|           |       |      |
|           |       |      |
|           |       |      |
| 4c        |       |      |
|           |       |      |
|           |       |      |
|           |       |      |
|           |       |      |
| 5a        |       | X    |
|           |       |      |
| 5b        |       |      |
| 5c        |       |      |
|           |       |      |
|           |       |      |
|           |       |      |
|           |       |      |
| 6         |       | X    |
|           |       |      |
|           |       |      |
| 7         |       | X    |
|           |       |      |
| 8         |       | X    |
|           |       |      |
|           |       |      |
| 9a        |       | X    |
|           |       |      |
| 9b        |       | X    |
|           |       |      |
| 9c        |       | X    |
|           |       |      |
|           |       |      |
| 10a       |       | X    |
|           |       |      |
| 10b       |       |      |
| 990 or 99 | 0-EZ) | 2020 |

| Par    | t IV   Supporting Organizations <sub>(continued)</sub>                                                                                                                                                                                                        |        |     |    |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----|----|
|        | _                                                                                                                                                                                                                                                             |        | Yes | No |
| 11     | Has the organization accepted a gift or contribution from any of the following persons?                                                                                                                                                                       |        |     |    |
| а      | A person who directly or indirectly controls, either alone or together with persons described in lines 11b and                                                                                                                                                |        |     |    |
|        | 11c below, the governing body of a supported organization?                                                                                                                                                                                                    | 11a    |     | X  |
| b      | A family member of a person described in line 11a above?                                                                                                                                                                                                      | 11b    |     | Х  |
| С      | A 35% controlled entity of a person described in line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide                                                                                                                                            |        |     |    |
|        | detail in Part VI.                                                                                                                                                                                                                                            | 11c    |     | Х  |
| Sec    | tion B. Type I Supporting Organizations                                                                                                                                                                                                                       |        |     |    |
|        | _                                                                                                                                                                                                                                                             |        | Yes | No |
| 1      | Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers,      |        |     |    |
|        | directors, or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported |        |     |    |
|        | organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.                     | 1      | Х   |    |
| 2      | Did the organization operate for the benefit of any supported organization other than the supported                                                                                                                                                           |        |     |    |
|        | organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in                                                                                                                                                    |        |     |    |
|        | Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated,                                                                                                                                                   |        |     |    |
| 0      | supervised, or controlled the supporting organization.                                                                                                                                                                                                        | 2      |     | X  |
| Sec    | tion C. Type II Supporting Organizations                                                                                                                                                                                                                      | I      |     |    |
|        |                                                                                                                                                                                                                                                               |        | Yes | No |
| 1      | Were a majority of the organization's directors or trustees during the tax year also a majority of the directors                                                                                                                                              |        |     |    |
|        | or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control                                                                                                                                                 |        |     |    |
|        | or management of the supporting organization was vested in the same persons that controlled or managed                                                                                                                                                        |        |     |    |
| 0      | the supported organization(s).                                                                                                                                                                                                                                | 1      |     |    |
| Sec    | tion D. All Type III Supporting Organizations                                                                                                                                                                                                                 |        |     |    |
|        |                                                                                                                                                                                                                                                               |        | Yes | No |
| 1      | Did the organization provide to each of its supported organizations, by the last day of the fifth month of the                                                                                                                                                |        |     |    |
|        | organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax                                                                                                                                         |        |     |    |
|        | year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the                                                                                                                                        |        |     |    |
|        | organization's governing documents in effect on the date of notification, to the extent not previously provided?                                                                                                                                              | 1      |     |    |
| 2      | Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported                                                                                                                                              |        |     |    |
|        | organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how                                                                                                                                            |        |     |    |
|        | the organization maintained a close and continuous working relationship with the supported organization(s).                                                                                                                                                   | 2      |     |    |
| 3      | By reason of the relationship described in line 2, above, did the organization's supported organizations have a                                                                                                                                               |        |     |    |
|        | significant voice in the organization's investment policies and in directing the use of the organization's                                                                                                                                                    |        |     |    |
|        | income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's                                                                                                                                                  |        |     |    |
|        | supported organizations played in this regard.                                                                                                                                                                                                                | 3      |     |    |
| Sec    | tion E. Type III Functionally Integrated Supporting Organizations                                                                                                                                                                                             |        |     |    |
| 1<br>a | Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).  The organization satisfied the Activities Test. Complete line 2 below.                                                     |        |     |    |
| b      | The organization is the parent of each of its supported organizations. Complete line 3 below.                                                                                                                                                                 |        |     |    |
| С      | The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instr                                                                                                                                      | uction | s). |    |
| 2      | Activities Test. Answer lines 2a and 2b below.                                                                                                                                                                                                                |        | Yes | No |
| а      | Did substantially all of the organization's activities during the tax year directly further the exempt purposes of                                                                                                                                            |        |     |    |
|        | the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify                                                                                                                                                    |        |     |    |
|        | those supported organizations and explain how these activities directly furthered their exempt purposes,                                                                                                                                                      |        |     |    |
|        | how the organization was responsive to those supported organizations, and how the organization determined                                                                                                                                                     |        |     |    |
|        | that these activities constituted substantially all of its activities.                                                                                                                                                                                        | 2a     |     |    |
| b      | Did the activities described in line 2a, above, constitute activities that, but for the organization's involvement,                                                                                                                                           |        |     |    |
|        | one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in                                                                                                                                                  |        |     |    |
|        | Part VI the reasons for the organization's position that its supported organization(s) would have engaged in                                                                                                                                                  |        |     |    |
|        | these activities but for the organization's involvement.                                                                                                                                                                                                      | 2b     |     |    |
| 3      | Parent of Supported Organizations. Answer lines 3a and 3b below.                                                                                                                                                                                              |        |     |    |
| а      | Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or                                                                                                                                                   |        |     |    |
|        | trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI.                                                                                                                                                                 | За     |     |    |
| b      | Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each                                                                                                                                           |        |     |    |
|        | of its supported organizations? If "Yes." describe in Part VI the role played by the organization in this regard.                                                                                                                                             | 3b     |     |    |

| Part V          | Type III Non-Functionally Integrated 509(a)(3) Support                       | ing Organi       | zations                          |                                |
|-----------------|------------------------------------------------------------------------------|------------------|----------------------------------|--------------------------------|
| 1               | Check here if the organization satisfied the Integral Part Test as a qualify | ying trust on N  | ov. 20, 1970 ( <i>explain in</i> | Part VI). See instructions.    |
|                 | All other Type III non-functionally integrated supporting organizations me   | ust complete S   | Sections A through E.            |                                |
| Section A       | - Adjusted Net Income                                                        |                  | (A) Prior Year                   | (B) Current Year<br>(optional) |
| 1 Net s         | short-term capital gain                                                      | 1                |                                  |                                |
| 2 Reco          | veries of prior-year distributions                                           | 2                |                                  |                                |
| 3 Othe          | r gross income (see instructions)                                            | 3                |                                  |                                |
| <b>4</b> Add I  | lines 1 through 3.                                                           | 4                |                                  |                                |
| 5 Depre         | eciation and depletion                                                       | 5                |                                  |                                |
| 6 Portio        | on of operating expenses paid or incurred for production or                  |                  |                                  |                                |
| collec          | ction of gross income or for management, conservation, or                    |                  |                                  |                                |
|                 | tenance of property held for production of income (see instructions)         | 6                |                                  |                                |
|                 | r expenses (see instructions)                                                | 7                |                                  |                                |
|                 | sted Net Income (subtract lines 5, 6, and 7 from line 4)                     | 8                |                                  |                                |
|                 | - Minimum Asset Amount                                                       |                  | (A) Prior Year                   | (B) Current Year<br>(optional) |
| 1 Aggre         | egate fair market value of all non-exempt-use assets (see                    |                  |                                  |                                |
| instru          | uctions for short tax year or assets held for part of year):                 |                  |                                  |                                |
| <b>a</b> Avera  | age monthly value of securities                                              | 1a               |                                  |                                |
| <b>b</b> Avera  | age monthly cash balances                                                    | 1b               |                                  |                                |
| <b>c</b> Fair r | market value of other non-exempt-use assets                                  | 1c               |                                  |                                |
| d Total         | I (add lines 1a, 1b, and 1c)                                                 | 1d               |                                  |                                |
| e Disc          | ount claimed for blockage or other factors                                   |                  |                                  |                                |
| (expla          | ain in detail in <b>Part VI</b> ):                                           |                  |                                  |                                |
| 2 Acqu          | isition indebtedness applicable to non-exempt-use assets                     | 2                |                                  |                                |
| 3 Subti         | ract line 2 from line 1d.                                                    | 3                |                                  |                                |
| 4 Cash          | deemed held for exempt use. Enter 0.015 of line 3 (for greater amount,       |                  |                                  |                                |
| see ir          | nstructions).                                                                | 4                |                                  |                                |
| <b>5</b> Net v  | value of non-exempt-use assets (subtract line 4 from line 3)                 | 5                |                                  |                                |
|                 | ply line 5 by 0.035.                                                         | 6                |                                  |                                |
| <b>7</b> Reco   | veries of prior-year distributions                                           | 7                |                                  |                                |
| 8 Minir         | mum Asset Amount (add line 7 to line 6)                                      | 8                |                                  |                                |
| Section C       | - Distributable Amount                                                       |                  |                                  | Current Year                   |
| <b>1</b> Adjus  | sted net income for prior year (from Section A, line 8, column A)            | 1                |                                  |                                |
| 2 Enter         | 0.85 of line 1.                                                              | 2                |                                  |                                |
| 3 Minin         | num asset amount for prior year (from Section B, line 8, column A)           | 3                |                                  |                                |
| 4 Enter         | greater of line 2 or line 3.                                                 | 4                |                                  |                                |
| 5 Incor         | ne tax imposed in prior year                                                 | 5                |                                  |                                |
| 6 Distr         | ibutable Amount. Subtract line 5 from line 4, unless subject to              |                  |                                  |                                |
|                 | gency temporary reduction (see instructions).                                | 6                |                                  |                                |
| 7               | Check here if the current year is the organization's first as a non-function | nally integrated | Type III supporting orga         | nization (see                  |

Schedule A (Form 990 or 990-EZ) 2020

instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued) Section D - Distributions **Current Year** 1 1 Amounts paid to supported organizations to accomplish exempt purposes Amounts paid to perform activity that directly furthers exempt purposes of supported 2 organizations, in excess of income from activity Administrative expenses paid to accomplish exempt purposes of supported organizations 3 4 Amounts paid to acquire exempt-use assets 5 Qualified set-aside amounts (prior IRS approval required - provide details in Part VI) 5 6 6 Other distributions (describe in Part VI). See instructions. 7 7 Total annual distributions. Add lines 1 through 6. Distributions to attentive supported organizations to which the organization is responsive 8 (provide details in Part VI). See instructions. 8 9 Distributable amount for 2020 from Section C, line 6 Line 8 amount divided by line 9 amount 10 10 (i) (ii) Distributable Underdistributions Section E - Distribution Allocations (see instructions) **Excess Distributions** Amount for 2020 Pre-2020 Distributable amount for 2020 from Section C, line 6 2 Underdistributions, if any, for years prior to 2020 (reasonable cause required - explain in Part VI). See instructions. 3 Excess distributions carryover, if any, to 2020 **a** From 2015 **b** From 2016 **c** From 2017 **d** From 2018 e From 2019 f Total of lines 3a through 3e g Applied to underdistributions of prior years h Applied to 2020 distributable amount i Carryover from 2015 not applied (see instructions) j Remainder. Subtract lines 3g, 3h, and 3i from line 3f. 4 Distributions for 2020 from Section D, line 7: **a** Applied to underdistributions of prior years **b** Applied to 2020 distributable amount c Remainder. Subtract lines 4a and 4b from line 4. 5 Remaining underdistributions for years prior to 2020, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions 6 Remaining underdistributions for 2020. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions. 7 Excess distributions carryover to 2021. Add lines 3j and 4c. 8 Breakdown of line 7: a Excess from 2016 **b** Excess from 2017 c Excess from 2018

Schedule A (Form 990 or 990-EZ) 2020

d Excess from 2019e Excess from 2020

| Schedule A | (Form 990 or 990-E                                          | Z) 2020 USA                                              | SWIMMING                                                      | FOUNDATION,                                                                        | INC.                                                                | 72-1581977 Page 8                                                                                     |
|------------|-------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Part VI    | Supplemental<br>Part IV, Section A,<br>line 1; Part IV, Sec | Information.<br>lines 1, 2, 3b, 3d<br>tion D, lines 2 ar | Provide the exp<br>c, 4b, 4c, 5a, 6, 9a<br>d 3; Part IV, Sect | lanations required by Pa<br>a, 9b, 9c, 11a, 11b, and<br>ion E, lines 1c, 2a, 2b, 3 | art II, line 10; Part II, line 17a<br>11c; Part IV, Section B, line | a or 17b; Part III, line 12;<br>es 1 and 2; Part IV, Section C,<br>art V, Section B, line 1e; Part V, |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
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|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |
|            |                                                             |                                                          |                                                               |                                                                                    |                                                                     |                                                                                                       |

### Schedule B

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury Internal Revenue Service

Name of the organization

**Schedule of Contributors** 

► Attach to Form 990, Form 990-EZ, or Form 990-PF.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2020

**Employer identification number** 

| U                                                      | SA SWIMMING FOUNDATION, INC.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 72-1581977                           |  |  |  |  |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--|--|--|--|
| Organization type (check                               | one):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                      |  |  |  |  |
| Filers of:                                             | Section:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                      |  |  |  |  |
| Form 990 or 990-EZ                                     | $\boxed{\textbf{X}}$ 501(c)( $3$ ) (enter number) organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                      |  |  |  |  |
|                                                        | 4947(a)(1) nonexempt charitable trust <b>not</b> treated as a private foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                      |  |  |  |  |
|                                                        | 527 political organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |  |  |  |  |
| Form 990-PF                                            | 501(c)(3) exempt private foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                      |  |  |  |  |
|                                                        | 4947(a)(1) nonexempt charitable trust treated as a private foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                      |  |  |  |  |
|                                                        | 501(c)(3) taxable private foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 501(c)(3) taxable private foundation |  |  |  |  |
| Note: Only a section 501(c                             | )(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | e. See instructions.                 |  |  |  |  |
|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 4                                    |  |  |  |  |
|                                                        | on filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling<br>one contributor. Complete Parts I and II. See instructions for determining a contributor's                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |  |  |  |  |
| Special Rules                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                      |  |  |  |  |
| sections 509(a)(1)<br>any one contribut                | on described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support to and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, cor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount, line 1. Complete Parts I and II.                                                                                                                                                                                                                                                                                                                                    | or 16b, and that received from       |  |  |  |  |
| contributor, during literary, or educat                | on described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from a g the year, total contributions of more than \$1,000 exclusively for religious, charitable, scional purposes, or for the prevention of cruelty to children or animals. Complete Parts I (ero) instead of the contributor name and address), II, and III.                                                                                                                                                                                                                                                                                                      | entific,                             |  |  |  |  |
| year, contribution is checked, enter purpose. Don't co | For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Don't complete any of the parts unless the <b>General Rule</b> applies to this organization because it received nonexclusively religious, charitable, etc., contributions totaling \$5,000 or more during the year \(\) |                                      |  |  |  |  |
|                                                        | hat isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Fon Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Fo                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                      |  |  |  |  |

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Schedule B (Form 990, 990-EZ, or 990-PF) (2020)

# USA SWIMMING FOUNDATION, INC.

| Part I | Contributors (see instructions). Use duplicate copies of Part I if additional space is needed. |                     |                                                                        |  |
|--------|------------------------------------------------------------------------------------------------|---------------------|------------------------------------------------------------------------|--|
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No.    | Name, address, and ZIP + 4                                                                     | Total contributions | Type of contribution                                                   |  |
| 1      |                                                                                                | \$\$                | Person X Payroll Noncash (Complete Part II for noncash contributions.) |  |
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No.    | Name, address, and ZIP + 4                                                                     | Total contributions | Type of contribution                                                   |  |
| 2      |                                                                                                | \$\$                | Person X Payroll                                                       |  |
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No.    | Name, address, and ZIP + 4                                                                     | Total contributions | Type of contribution                                                   |  |
| 3      |                                                                                                | \$15,000.           | Person X Payroll Noncash (Complete Part II for noncash contributions.) |  |
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No.    | Name, address, and ZIP + 4                                                                     | Total contributions | Type of contribution                                                   |  |
| 4      |                                                                                                | \$11,000.           | Person X Payroll                                                       |  |
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No. 5  | Name, address, and ZIP + 4                                                                     | \$ 10,000.          | Person X Payroll Noncash (Complete Part II for noncash contributions.) |  |
| (a)    | (b)                                                                                            | (c)                 | (d)                                                                    |  |
| No. 6  | Name, address, and ZIP + 4                                                                     | \$ 10,000.          | Person X Payroll Noncash (Complete Part II for noncash contributions.) |  |

# USA SWIMMING FOUNDATION, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional space is needed. |                                |                                                                          |  |
|------------|------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------|--|
| (a)        | (b)                                                                                            | (c)                            | (d)                                                                      |  |
| No. 7      | Name, address, and ZIP + 4                                                                     | Total contributions  \$10,000. | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions     | (d) Type of contribution                                                 |  |
| 8          |                                                                                                | \$\$000.                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions        | (d) Type of contribution                                                 |  |
| 9          |                                                                                                | \$6,005.                       | Person X Payroll                                                         |  |
| (a)        | (b)                                                                                            | (c)                            | (d)                                                                      |  |
| No. 10     | Name, address, and ZIP + 4                                                                     | * 6,000.                       | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions        | (d) Type of contribution                                                 |  |
| 11         |                                                                                                | \$5,000.                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions        | (d) Type of contribution                                                 |  |
| 12         |                                                                                                | \$5,000.                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |

# USA SWIMMING FOUNDATION, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional space is needed. |                                |                                                                          |  |
|------------|------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------|--|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions     | (d) Type of contribution                                                 |  |
| 13         |                                                                                                | \$\$, 5,000.                   | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions     | (d) Type of contribution                                                 |  |
| 14         |                                                                                                | \$\$                           | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions        | (d) Type of contribution                                                 |  |
| 15         |                                                                                                | \$5,000 <b>.</b>               | Person X Payroll                                                         |  |
| (a)        | (b)                                                                                            | (c)                            | (d)                                                                      |  |
| No. 16     | Name, address, and ZIP + 4                                                                     | Total contributions  \$ 5,000. | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions        | (d) Type of contribution                                                 |  |
| 17         |                                                                                                | \$\$,<br>                      | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions     | (d)<br>Type of contribution                                              |  |
| 18         |                                                                                                | \$\$                           | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |

# USA SWIMMING FOUNDATION, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional space is needed. |                            |                                                                          |  |
|------------|------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------|--|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions    | (d) Type of contribution                                                 |  |
| 19         |                                                                                                | \$ 250,000.                | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions | (d) Type of contribution                                                 |  |
| 20         |                                                                                                | \$\$                       | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions | (d) Type of contribution                                                 |  |
| 21         |                                                                                                | \$\$                       | Person X Payroll                                                         |  |
| (a)        | (b)                                                                                            | (c)                        | (d)                                                                      |  |
| No. 22     | Name, address, and ZIP + 4                                                                     | \$ 5,978.                  | Person X Payroll                                                         |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions    | (d)<br>Type of contribution                                              |  |
| 23         |                                                                                                | \$\$                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions | (d)<br>Type of contribution                                              |  |
| 24         |                                                                                                | \$                         | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |

# USA SWIMMING FOUNDATION, INC.

| Part I     | Contributors (see instructions). Use duplicate copies of Part I if additional space is needed. |                            |                                                                          |  |
|------------|------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------|--|
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions    | (d) Type of contribution                                                 |  |
| 25         |                                                                                                | \$\$                       | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c)<br>Total contributions | (d) Type of contribution                                                 |  |
| 26         |                                                                                                | \$62,000.                  | Person X Payroll  Noncash  (Complete Part II for noncash contributions.) |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions    | (d) Type of contribution                                                 |  |
| 27         |                                                                                                | \$15,000.                  | Person X Payroll                                                         |  |
| (a)        | (b)                                                                                            | (c)                        | (d)                                                                      |  |
| No. 28     | Name, address, and ZIP + 4                                                                     | \$ 25,000.                 | Person X Payroll                                                         |  |
| (a)<br>No. | (b) Name, address, and ZIP + 4                                                                 | (c) Total contributions    | (d) Type of contribution                                                 |  |
| 29         |                                                                                                | \$\$                       | Person X Payroll Noncash (Complete Part II for noncash contributions.)   |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                                              | (c) Total contributions    | (d)<br>Type of contribution                                              |  |
|            |                                                                                                | \$                         | Person Payroll Noncash (Complete Part II for noncash contributions.)     |  |

### USA SWIMMING FOUNDATION, INC.

| Part II                      | Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed. |                                           |                      |
|------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------|
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                                                        | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>-<br>-<br>-<br>-<br>-<br>- |                      |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                                                          | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>-<br>- \$                  |                      |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                                                          | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>-<br>-<br>-<br>- \$        |                      |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                                                          | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>-<br>- \$                  |                      |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                                                          | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>-<br>- \$                  |                      |
| (a)<br>No.<br>from<br>Part I | (b)  Description of noncash property given                                                          | (c) FMV (or estimate) (See instructions.) | (d)<br>Date received |
|                              |                                                                                                     | -<br>-<br>-<br>- \$                       |                      |

Schedule B (Form 990, 990-EZ, or 990-PF) (2020) Page 4 Name of organization **Employer identification number** USA SWIMMING FOUNDATION, INC.

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) Use duplicate copies of Part III if additional space is needed. (a) No. from Part I (b) Purpose of gift (c) Use of gift (d) Description of how gift is held (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee (a) No. from Part I (b) Purpose of gift (c) Use of gift (d) Description of how gift is held (e) Transfer of gift Transferee's name, address, and ZIP + 4 Relationship of transferor to transferee (a) No. from Part I (b) Purpose of gift (c) Use of gift (d) Description of how gift is held

|                           | (e) Transfe                             |                  | f gift |                                         |
|---------------------------|-----------------------------------------|------------------|--------|-----------------------------------------|
|                           | Transferee's name, address, and ZIP + 4 |                  | R      | elationship of transferor to transferee |
|                           |                                         |                  |        |                                         |
| (a) No.<br>from<br>Part I | (b) Purpose of gift (c) Use of gift     |                  |        | (d) Description of how gift is held     |
| _                         |                                         |                  |        |                                         |
|                           |                                         | (e) Transfer o   | f gift |                                         |
|                           | Transferee's name, address, an          | d <b>ZIP</b> + 4 | R      | elationship of transferor to transferee |

#### **SCHEDULE D** (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047 Open to Public Inspection

Name of the organization

USA SWIMMING FOUNDATION, INC. **Employer identification number** 72-1581977

| Pa     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               | or Accounts. Complete if the           |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|----------------------------------------|
|        | organization answered "Yes" on Form 990, Part IV, line                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                               | (b) Funds and other asserts            |
|        | Tatal accept as at and of const                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | (a) Donor advised funds                       | (b) Funds and other accounts           |
| 1      | Total number at end of year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               |                                        |
| 2      | Aggregate value of contributions to (during year)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                               |                                        |
| 3      | Aggregate value of grants from (during year)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                               |                                        |
| 4<br>5 | Aggregate value at end of year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | uriting that the assets hold in donor advis   | ad funds                               |
| 3      | are the organization's property, subject to the organization's                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | -                                             |                                        |
| 6      | Did the organization inform all grantees, donors, and donor ac                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                               |                                        |
| U      | for charitable purposes and not for the benefit of the donor or                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               |                                        |
|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | donor advisor, or for any other purpose       |                                        |
| Pa     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               |                                        |
| 1      | Purpose(s) of conservation easements held by the organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                               |                                        |
|        | Preservation of land for public use (for example, recreat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | `                                             | f a historically important land area   |
|        | Protection of natural habitat                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | · —                                           | f a certified historic structure       |
|        | Preservation of open space                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                               |                                        |
| 2      | Complete lines 2a through 2d if the organization held a qualifi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | ed conservation contribution in the form      | of a conservation easement on the last |
|        | day of the tax year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                               | Held at the End of the Tax Year        |
| а      | Total number of conservation easements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                               | 2a                                     |
| b      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               |                                        |
| С      | Number of conservation easements on a certified historic stru                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | cture included in (a)                         | 2c                                     |
|        | Number of conservation easements included in (c) acquired a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               |                                        |
|        | listed in the National Register                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               | 2d                                     |
| 3      | Number of conservation easements modified, transferred, rele                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                               |                                        |
|        | year ▶                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                               |                                        |
| 4      | Number of states where property subject to conservation ease                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | ement is located                              |                                        |
| 5      | Does the organization have a written policy regarding the peri                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | odic monitoring, inspection, handling of      |                                        |
|        | violations, and enforcement of the conservation easements it $% \left( 1\right) =\left( 1\right) \left( 1\right)$ | holds?                                        | Yes No                                 |
| 6      | Staff and volunteer hours devoted to monitoring, inspecting, h                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | nandling of violations, and enforcing cons    | servation easements during the year    |
|        | <b></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                               |                                        |
| 7      | Amount of expenses incurred in monitoring, inspecting, handle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ling of violations, and enforcing conserva    | tion easements during the year         |
|        | <b>▶</b> \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               |                                        |
| 8      | Does each conservation easement reported on line 2(d) above                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ·                                             |                                        |
|        | and section 170(h)(4)(B)(ii)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                               |                                        |
| 9      | In Part XIII, describe how the organization reports conservation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | •                                             |                                        |
|        | balance sheet, and include, if applicable, the text of the footnote                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | ote to the organization's financial statement | ents that describes the                |
| Dai    | organization's accounting for conservation easements.  † III Organizations Maintaining Collections of                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Art Historical Treasures or Ot                | har Similar Assats                     |
| Га     | Complete if the organization answered "Yes" on Form                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                               | illei Siillilai Assets.                |
|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                               | and belonge about wedge                |
| та     | If the organization elected, as permitted under FASB ASC 958                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | , ,                                           |                                        |
|        | of art, historical treasures, or other similar assets held for pub                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ,                                             | •                                      |
| L      | service, provide in Part XIII the text of the footnote to its finan-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                               |                                        |
| ь      | If the organization elected, as permitted under FASB ASC 958 art, historical treasures, or other similar assets held for public                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | •                                             |                                        |
|        | •                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | exhibition, education, or research in furti   | lerance of public service,             |
|        | provide the following amounts relating to these items:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                               | ▶ ¢                                    |
|        | (i) Revenue included on Form 990, Part VIII, line 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                               | <b>L</b> .                             |
| 2      | If the organization received or held works of art, historical trea                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | usures or other similar assets for financia   |                                        |
| _      | the following amounts required to be reported under FASB AS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                               | a gain, provide                        |
| а      | Revenue included on Form 990, Part VIII, line 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | _                                             | <b>&gt;</b> \$                         |
|        | Assets included in Form 990, Part X                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                               |                                        |
|        | ,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                               | ·········· <b>F</b> Ψ                  |

| Par      | rt III Organizations Maintaining Co                | ollections of Art       | , Historical Tre        | asures, or Othe        | er Similar                                       | Assets       | (contir          | nued)  | J    |
|----------|----------------------------------------------------|-------------------------|-------------------------|------------------------|--------------------------------------------------|--------------|------------------|--------|------|
| 3        | Using the organization's acquisition, accession    | n, and other records    | , check any of the f    | ollowing that make     | significant u                                    | se of its    | •                |        |      |
|          | collection items (check all that apply):           |                         |                         |                        |                                                  |              |                  |        |      |
| а        | Public exhibition                                  | d                       | Loan or excl            | hange program          |                                                  |              |                  |        |      |
| b        | Scholarly research                                 | е                       | Other                   |                        |                                                  |              |                  |        |      |
| С        | Preservation for future generations                |                         |                         |                        |                                                  |              |                  |        |      |
| 4        | Provide a description of the organization's co     | llections and explain   | how they further th     | e organization's exe   | empt purpos                                      | se in Part   | XIII.            |        |      |
| 5        | During the year, did the organization solicit or   | receive donations o     | f art, historical treas | sures, or other simila | ır assets                                        |              |                  |        |      |
|          | to be sold to raise funds rather than to be ma     |                         |                         |                        |                                                  |              | Yes              |        | No   |
| Par      | rt IV Escrow and Custodial Arrang                  | <b>jements.</b> Comple  | te if the organization  | n answered "Yes" o     | n Form 990                                       | , Part IV, I | ine 9, or        |        |      |
|          | reported an amount on Form 990, Part               | t X, line 21.           |                         |                        |                                                  |              |                  |        |      |
| 1a       | Is the organization an agent, trustee, custodia    | an or other intermedi   | ary for contributions   | or other assets not    | included                                         |              | _                |        | _    |
|          | on Form 990, Part X?                               |                         |                         |                        |                                                  |              | Yes              |        | No   |
| b        | If "Yes," explain the arrangement in Part XIII a   |                         |                         |                        |                                                  |              |                  |        |      |
|          |                                                    |                         |                         |                        |                                                  |              | Amoun            | t      |      |
| С        | Beginning balance                                  |                         |                         |                        | 1c                                               |              |                  |        |      |
| d        | Additions during the year                          |                         |                         |                        | 1d                                               |              |                  |        |      |
|          | Distributions during the year                      |                         |                         |                        |                                                  |              |                  |        |      |
| f        | Ending balance                                     |                         |                         |                        | 1f                                               |              | _                |        |      |
| 2a       | Did the organization include an amount on Fo       | orm 990, Part X, line 2 | 21, for escrow or cu    | stodial account liab   | ility?                                           | <u> </u>     | Yes              |        | No   |
|          | If "Yes," explain the arrangement in Part XIII.    |                         |                         |                        |                                                  |              |                  |        |      |
| Par      | rt V Endowment Funds. Complete if                  | the organization and    | swered "Yes" on Fo      | rm 990, Part IV, line  | 10.                                              |              | T                |        |      |
|          |                                                    | (a) Current year        | (b) Prior year          | (c) Two years back     | + • • • •                                        |              | <b>(e)</b> Four  |        |      |
|          | Beginning of year balance                          | 19,350,689.             | 17,623,516.             | 18,289,663.            |                                                  | 38,958.      | 10,              | ,651,  | 564. |
| b        | Contributions                                      | 25,000.                 |                         | 905,076.               | <del>                                     </del> | 64,310.      | 4                | ,162,  |      |
| С        | Net investment earnings, gains, and losses         | 1,646,179.              | 2,602,173.              |                        | <del>                                     </del> | 62,645.      |                  |        | 904. |
| d        | Grants or scholarships                             | 3,726,250.              | 875,000.                | 701,100.               | 5                                                | 76,250.      |                  | 418,   | 601. |
| е        | Other expenditures for facilities                  |                         |                         |                        |                                                  |              |                  |        |      |
|          | and programs                                       |                         |                         |                        |                                                  |              |                  |        |      |
| f        | Administrative expenses                            |                         |                         |                        |                                                  |              |                  |        |      |
| g        | End of year balance                                | 17,295,618.             | 19,350,689.             | 17,623,516.            | 18,28                                            | 89,663.      | 15,              | 038,   | 958. |
| 2        | Provide the estimated percentage of the curre      |                         | (line 1g, column (a)    | ) held as:             |                                                  |              |                  |        |      |
|          | Board designated or quasi-endowment                | 67.1882                 | _%                      |                        |                                                  |              |                  |        |      |
| b        | Permanent endowment ► 32.8118                      | %                       |                         |                        |                                                  |              |                  |        |      |
| С        | Term endowment                                     | %                       |                         |                        |                                                  |              |                  |        |      |
|          | The percentages on lines 2a, 2b, and 2c should     | •                       |                         |                        |                                                  |              |                  |        |      |
| За       | Are there endowment funds not in the posses        | ssion of the organizat  | tion that are held an   | d administered for t   | he organiza                                      | ition        | ſ                |        |      |
|          | by:                                                |                         |                         |                        |                                                  |              |                  | Yes    | No   |
|          | (i) Unrelated organizations                        |                         |                         |                        |                                                  |              | 3a(i)            |        | X    |
|          | (ii) Related organizations                         |                         |                         |                        |                                                  |              | 3a(ii)           |        | X    |
| b        | If "Yes" on line 3a(ii), are the related organizat |                         |                         |                        |                                                  |              | 3b               |        |      |
| 4<br>Do: | Describe in Part XIII the intended uses of the     |                         | vment funds.            |                        |                                                  |              |                  |        |      |
| Par      | rt VI Land, Buildings, and Equipme                 |                         |                         |                        |                                                  |              |                  |        |      |
|          | Complete if the organization answered              |                         |                         |                        |                                                  |              |                  |        |      |
|          | Description of property                            | (a) Cost or ot          |                         | 1 , ,                  | Accumulate                                       | d            | ( <b>d</b> ) Boo | k valu | е    |
|          |                                                    | basis (investm          | ent) basis              | (otner) d              | epreciation                                      |              |                  |        |      |
|          | Land                                               |                         |                         |                        |                                                  |              |                  |        |      |
|          | Buildings                                          |                         |                         |                        |                                                  |              |                  |        |      |
|          |                                                    |                         |                         | 6 007                  | C 01                                             | , ,          |                  |        |      |
|          | Equipment                                          |                         |                         | 6,087.                 | 6,08                                             |              |                  |        | 0.   |
|          | Other                                              |                         | *                       | 3,876.                 | 223,87                                           | / 6 •        |                  |        | 0.   |
| ı otal   | I. Add lines 1a through 1e. (Column (d) must ed    | gual Form 990 Part \    | ( column (R) line 10    | Oc.)                   |                                                  |              |                  |        | 0.   |

Schedule D (Form 990) 2020

| Schedule D (Form 990) 2020 USA SWIMMING                              | FOUNDATION,                | INC.                                | 72-1581977              | Page |
|----------------------------------------------------------------------|----------------------------|-------------------------------------|-------------------------|------|
| Part VII Investments - Other Securities.                             |                            |                                     |                         |      |
| Complete if the organization answered "Yes" of                       | on Form 990, Part IV, line | 11b. See Form 990, Part X, line 12. |                         |      |
| (a) Description of security or category (including name of security) | (b) Book value             | (c) Method of valuation: Cost of    | or end-of-year market v | alue |
| (1) Financial derivatives                                            |                            |                                     |                         |      |
| (2) Closely held equity interests                                    |                            |                                     |                         |      |
| (3) Other                                                            |                            |                                     |                         |      |
| (A)                                                                  |                            |                                     |                         |      |
| (R)                                                                  |                            |                                     |                         |      |

Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)

| Part VIII | Investments - P | rogram Related. |
|-----------|-----------------|-----------------|
|-----------|-----------------|-----------------|

| Complete if the organization answered fes                        | on Form 990, Fart IV, line | TTC. See Form 990, Part A, line 13.                       |
|------------------------------------------------------------------|----------------------------|-----------------------------------------------------------|
| (a) Description of investment                                    | (b) Book value             | (c) Method of valuation: Cost or end-of-year market value |
| (1)                                                              |                            |                                                           |
| (2)                                                              |                            |                                                           |
| (3)                                                              |                            |                                                           |
| (4)                                                              |                            |                                                           |
| (5)                                                              |                            |                                                           |
| (6)                                                              |                            |                                                           |
| (7)                                                              |                            |                                                           |
| (8)                                                              |                            |                                                           |
| (9)                                                              |                            |                                                           |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) |                            |                                                           |
| Part IX Other Assets.                                            |                            |                                                           |

(C) (D) (E) (F) (G) (H)

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

|     | (a) Description | (b) Book value |
|-----|-----------------|----------------|
| (1) |                 |                |
| (2) |                 |                |
| (3) |                 |                |
| (4) |                 |                |
| (5) |                 |                |
| (6) |                 |                |
| (7) |                 |                |
| (8) |                 |                |
| (9) |                 |                |
|     |                 |                |

# Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) Part X Other Liabilities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability                                    | (b) Book value |
|--------------------------------------------------------------------|----------------|
| (1) Federal income taxes                                           |                |
| (2) DUE TO USA SWIMMING, INC                                       | 497,497.       |
| (3) PAYROLL DUE TO USA SWIMMING, INC                               | 571,422.       |
| (4)                                                                |                |
| (5)                                                                |                |
| (6)                                                                |                |
| (7)                                                                |                |
| (8)                                                                |                |
| (9)                                                                |                |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) | 1,068,919.     |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

|          | dule D (Form 990) 2020 USA SWIMMING FOUNDATION, I                                                                  |                                         |                       |              | 1581977 <sub>Page</sub> |
|----------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------|--------------|-------------------------|
| Part     | Reconciliation of Revenue per Audited Financial Stateme                                                            | ents With                               | Revenue per Re        | turn.        |                         |
|          | Complete if the organization answered "Yes" on Form 990, Part IV, line 12a                                         | a                                       |                       |              |                         |
| 1        | Total revenue, gains, and other support per audited financial statements                                           |                                         |                       | 1            | 4,419,415.              |
|          | Amounts included on line 1 but not on Form 990, Part VIII, line 12:                                                | 1 1                                     |                       |              |                         |
|          | Net unrealized gains (losses) on investments                                                                       |                                         | 238,059.              |              |                         |
| b        | Donated services and use of facilities                                                                             | 2b                                      | 392,446.              |              |                         |
| С        | Recoveries of prior year grants                                                                                    | 2c                                      |                       |              |                         |
| d        | Other (Describe in Part XIII.)                                                                                     | 2d                                      | 23,030.               |              |                         |
|          | Add lines 2a through 2d                                                                                            |                                         |                       | 2e           | 653,535                 |
| 3        | Subtract line <b>2e</b> from line <b>1</b>                                                                         |                                         |                       | 3            | 3,765,880               |
| 4        | Amounts included on Form 990, Part VIII, line 12, but not on line 1:                                               | 1 1                                     |                       |              |                         |
| а        | Investment expenses not included on Form 990, Part VIII, line 7b                                                   | 4a                                      | 46,934.               |              |                         |
| b        | Other (Describe in Part XIII.)                                                                                     | 4b                                      |                       |              |                         |
| С        | Add lines 4a and 4b                                                                                                |                                         |                       | 4c           | 46,934                  |
| 5        | Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)                                    |                                         |                       | 5            | 3,812,814               |
| Par      | Reconciliation of Expenses per Audited Financial Statem                                                            |                                         | Expenses per F        | <b>eturr</b> | 1.                      |
|          | Complete if the organization answered "Yes" on Form 990, Part IV, line 12a                                         |                                         |                       |              |                         |
| 1        | Total expenses and losses per audited financial statements                                                         |                                         |                       | 1            | 6,004,142               |
|          | Amounts included on line 1 but not on Form 990, Part IX, line 25:                                                  | 1 1                                     |                       |              |                         |
| а        | Donated services and use of facilities                                                                             | 2a                                      | 392,446.              |              |                         |
| b        | Prior year adjustments                                                                                             | 2b                                      |                       |              |                         |
| С        | Other losses                                                                                                       | 2c                                      |                       |              |                         |
| d        | Other (Describe in Part XIII.)                                                                                     | 2d                                      | 23,030.               |              |                         |
|          | Add lines 2a through 2d                                                                                            |                                         |                       | 2e           | 415,476                 |
| 3        | Subtract line <b>2e</b> from line <b>1</b>                                                                         |                                         |                       | 3            | 5,588,666               |
| 4        | Amounts included on Form 990, Part IX, line 25, but not on line 1:                                                 | 1 1                                     |                       |              |                         |
| а        | Investment expenses not included on Form 990, Part VIII, line 7b                                                   | 4a                                      | 46,934.               |              |                         |
| b        | Other (Describe in Part XIII.)                                                                                     | 4b                                      |                       |              |                         |
| С        | Add lines <b>4a</b> and <b>4b</b>                                                                                  |                                         |                       | 4c           | 46,934                  |
|          | Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)  t XIII Supplemental Information. |                                         |                       | 5            | 5,635,600               |
|          | de the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Par                         | + I\/ lines 1h                          | and Oh: Dort V line 4 | · Dort \     | / line Or Dort VI       |
|          |                                                                                                                    |                                         |                       | , Part /     | K, IIIIe Z, Part XI,    |
| iines 2  | 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any add                               | ditional inforr                         | nation.               |              |                         |
|          |                                                                                                                    |                                         |                       |              |                         |
| DAD      | T V, LINE 4:                                                                                                       |                                         |                       |              |                         |
| LAN      | I V, DINE 4.                                                                                                       |                                         |                       |              |                         |
| END      | OWMENT DISTRIBUTIONS PROVIDE FUNDING FOR                                                                           | CR ANTS                                 | тнат вемее            | тт т         | ISΣ                     |
| шир      | OWNER DIDIKIDOTIOND INOVIDE TONDING TON                                                                            | OIMITO                                  | TIMI DUNDI            |              | JOH                     |
| SWT      | MMING NATIONAL TEAM ATHLETES AND COACHES.                                                                          | AN E                                    | JDOWMENT AL           | SO I         | PROVIDES                |
| <u> </u> | INTINO MILIONILL TERM HIMEETED THE CONCHES                                                                         | 7111 111                                | NDOWILLINI 71L        | 50 1         | ROVIDED                 |
| RIIN     | DING FOR LEARN TO SWIM PROGRAMS.                                                                                   |                                         |                       |              |                         |
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| PAR      | тх глик 2·                                                                                                         |                                         |                       |              |                         |
| - 471/   | T X, LINE 2:                                                                                                       |                                         |                       |              |                         |
| тнъ      | FOUNDATION QUALIFIES AS A TAX-EXEMPT ORG                                                                           | <b>ል</b> ነነተማልጥ                         | LON LINDER S          | EСT.         | ΓON                     |
| <u> </u> | 100MDMITON YOUTHIND AD A TAN EVENHI ONG                                                                            | · 777 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 | TOM OMDER D           | <u> </u>     |                         |
| 501      | (C)(3) OF THE INTERNAL REVENUE CODE AND,                                                                           | ACCORD                                  | INGLY, IS N           | OT S         | SUBJECT TO              |
| רקק      | ERAL INCOME TAX. ACCORDINGLY, NO INCOME                                                                            | ጥልሄ ይይረ                                 | NATGION BYG           | יםם          | 7N                      |
|          |                                                                                                                    |                                         | ALCIUN DAG            | 1200         | 11.9                    |

RECORDED.

| Schedule D (Form 990) 2020 USA SWIMMING FOUNDATION, INC. 72-1581977  Part XIII Supplemental Information (continued) | Page <b>5</b> |
|---------------------------------------------------------------------------------------------------------------------|---------------|
|                                                                                                                     |               |
| IS SUBJECT TO EXAMINATION BY VARIOUS TAXING AUTHORITIES, GENERALLY FOR                                              |               |
| THREE YEARS AFTER THE DATE FILED. MANAGEMENT OF THE FOUNDATION BELIEVE                                              | S             |
| THAT IT DOES NOT HAVE ANY UNCERTAIN TAX POSITIONS THAT ARE MATERIAL TO                                              | THE           |
| FINANCIAL STATEMENTS.                                                                                               |               |
|                                                                                                                     |               |
| PART XI, LINE 2D - OTHER ADJUSTMENTS:                                                                               |               |
|                                                                                                                     | 030.          |
| FUNDRAISING EXPENSES REPORTED NET OF REVENUE 23,                                                                    | 030.          |
|                                                                                                                     |               |
| PART XII, LINE 2D - OTHER ADJUSTMENTS:                                                                              |               |
| FUNDRAISING EXPENSES REPORTED NET OF REVENUE 23,                                                                    | 030.          |
|                                                                                                                     |               |
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#### **SCHEDULE G**

Department of the Treasury

Internal Revenue Service

(Form 990 or 990-EZ)

#### **Supplemental Information Regarding Fundraising or Gaming Activities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

► Attach to Form 990 or Form 990-EZ.

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2020

Open to Public Inspection

| Name of the organization  USA SWT                         | MMING FOUNDATION,                                                                                                                                                                                | INC                                           |                                                |                                                                                                |         | 72-1581                                                         | ntification number                                |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------------------|------------------------------------------------------------------------------------------------|---------|-----------------------------------------------------------------|---------------------------------------------------|
|                                                           | Complete if the organization answe                                                                                                                                                               |                                               |                                                | n Form 990, Part IV, I                                                                         | ine 1   |                                                                 |                                                   |
| Indicate whether the organization rais     a              | sed funds through any of the followin  e Solicita  f Solicita  g Special  or oral agreement with any individual art VII) or entity in connection with providuals or entities (fundraisers) pursu | tion of<br>tion of<br>fundra<br>(incluc       | non-g<br>gover<br>aising<br>ding of<br>onal fu | overnment grants<br>nment grants<br>events<br>fficers, directors, trus<br>undraising services? |         | Yes                                                             |                                                   |
| (i) Name and address of individual or entity (fundraiser) | (ii) Activity                                                                                                                                                                                    | (iii)<br>fundr<br>have c<br>or cor<br>contrib | ustody<br>itrol of                             | (iv) Gross receipts from activity                                                              | tò (d   | Amount paid<br>or retained by)<br>fundraiser<br>ted in col. (i) | (vi) Amount paid to (or retained by) organization |
|                                                           |                                                                                                                                                                                                  | Yes                                           | No                                             |                                                                                                |         |                                                                 |                                                   |
|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
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|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
| Total  3 List all states in which the organization        | on is registered or licensed to solicit o                                                                                                                                                        |                                               | <b>▶</b> utions                                | or has been notified                                                                           | it is e | exempt from re                                                  | gistration                                        |
| or licensing.                                             |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
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|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |
|                                                           |                                                                                                                                                                                                  |                                               |                                                |                                                                                                |         |                                                                 |                                                   |

Schedule G (Form 990 or 990-EZ) 2020 USA SWIMMING FOUNDATION, INC. 72-1581977 Page 2 Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000. (a) Event #1 (b) Event #2 (c) Other events (d) Total events SILENT NONE (add col. (a) through AUCTION col. (c)) (event type) (event type) (total number) 183,591. 183,591. Gross receipts 67,153. 67,153. 2 Less: Contributions 116,438. 116,438. 3 Gross income (line 1 minus line 2) 4 Cash prizes 67,153. 67,153. 5 Noncash prizes Direct Expenses 6 Rent/facility costs ..... 7 Food and beverages 8 Entertainment 23,030. 23,030. 9 Other direct expenses 90,183. **10** Direct expense summary. Add lines 4 through 9 in column (d) ..... 26,255. 11 Net income summary. Subtract line 10 from line 3, column (d) Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a. (b) Pull tabs/instant (d) Total gaming (add (a) Bingo (c) Other gaming Revenue bingo/progressive bingo col. (a) through col. (c)) Gross revenue 2 Cash prizes Direct Expenses Noncash prizes Rent/facility costs Other direct expenses Yes Yes Yes 6 Volunteer labor No 7 Direct expense summary. Add lines 2 through 5 in column (d) **9** Enter the state(s) in which the organization conducts gaming activities: a Is the organization licensed to conduct gaming activities in each of these states? **b** If "No," explain: \_

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year?

**b** If "Yes," explain:

| Sch      | nedule G (Form 990 or 990 EZ) 2020 USA SWIMMING FOUNDATION, INC. 72-                                                                                                                                           | 1581977           | Page <b>3</b> |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------|
| 11       | Does the organization conduct gaming activities with nonmembers?                                                                                                                                               | Yes               | ☐ No          |
|          | Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed                                                                                          |                   |               |
|          | to administer charitable gaming?                                                                                                                                                                               | Yes               | No            |
| 12       | Indicate the percentage of gaming activity conducted in:                                                                                                                                                       |                   |               |
|          |                                                                                                                                                                                                                | ا ءمد ا           | 0/            |
|          | a The organization's facility                                                                                                                                                                                  | 13a               | %             |
|          | o An outside facility                                                                                                                                                                                          | 13b               | %             |
| 14       | Enter the name and address of the person who prepares the organization's gaming/special events books and records:                                                                                              |                   |               |
|          | Name                                                                                                                                                                                                           |                   |               |
|          | Address                                                                                                                                                                                                        |                   |               |
| 15a      | a Does the organization have a contract with a third party from whom the organization receives gaming revenue?                                                                                                 | Yes               | ☐ No          |
| b        | o If "Yes," enter the amount of gaming revenue received by the organization > \$ and the amount                                                                                                                |                   |               |
|          | of gaming revenue retained by the third party ▶\$                                                                                                                                                              |                   |               |
| c        | c If "Yes," enter name and address of the third party:                                                                                                                                                         |                   |               |
|          | Name                                                                                                                                                                                                           |                   |               |
|          | Address                                                                                                                                                                                                        |                   |               |
| 16       | Gaming manager information:                                                                                                                                                                                    |                   |               |
|          | Name                                                                                                                                                                                                           |                   |               |
|          | Gaming manager compensation > \$                                                                                                                                                                               |                   |               |
|          | daming manager compensation > \( \psi \)                                                                                                                                                                       |                   |               |
|          | Description of services provided                                                                                                                                                                               |                   |               |
|          |                                                                                                                                                                                                                |                   |               |
|          |                                                                                                                                                                                                                |                   |               |
|          | Director/officer Employee Independent contractor                                                                                                                                                               |                   |               |
| 17       | Mandatory distributions:                                                                                                                                                                                       |                   |               |
|          | a Is the organization required under state law to make charitable distributions from the gaming proceeds to                                                                                                    |                   |               |
|          | retain the state gaming license?                                                                                                                                                                               | Yes               | ☐ No          |
| <b>L</b> |                                                                                                                                                                                                                |                   |               |
| L        | Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the                                                                                     |                   |               |
| Do       | organization's own exempt activities during the tax year  \$ \$                                                                                                                                                |                   | <u> </u>      |
| Ра       | Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Pa 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. | art III, lines 9, | 96, 106,      |
|          | · · · · · · · · · · · · · · · · · ·                                                                                                                                                                            | ,                 |               |
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|          |                                                                                                                                                                                                                |                   |               |

| Schedule G | G (Form 990 or 990-EZ) | USA SWIMMING                    | FOUNDATION, | INC. | 72-1581977 | Page 4 |
|------------|------------------------|---------------------------------|-------------|------|------------|--------|
| Part IV    | Supplemental Infor     | USA SWIMMING mation (continued) |             |      |            |        |
|            |                        |                                 |             |      |            |        |
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## SCHEDULE I (Form 990)

Department of the Treasury Internal Revenue Service

## **Grants and Other Assistance to Organizations, Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

➤ Attach to Form 990.

► Go to www.irs.gov/Form990 for the latest information.

2020

OMB No. 1545-0047

Open to Public Inspection

| Name of the organization USA SWIMM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | ING FOUND                       | ATION, INC.                                             |                                                    |                                       |                                                                |                                       | Employer identification number 72-1581977 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------|----------------------------------------------------|---------------------------------------|----------------------------------------------------------------|---------------------------------------|-------------------------------------------|
| Part I General Information on Grants a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                                         |                                                    |                                       |                                                                |                                       |                                           |
| <ol> <li>Does the organization maintain records<br/>criteria used to award the grants or assis</li> <li>Describe in Part IV the organization's pro</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | stance?                         |                                                         |                                                    |                                       | -                                                              | stance, and the selecti               |                                           |
| Part II Grants and Other Assistance to                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                 |                                                         |                                                    |                                       | anization answered "                                           | Yes" on Form 990, Part                | IV, line 21, for any                      |
| recipient that received more than to the following state of the foll | \$5,000. Part II can<br>(b) EIN | be duplicated if addit  (c) IRC section (if applicable) | ional space is need<br>(d) Amount of<br>cash grant | ed. (e) Amount of non-cash assistance | (f) Method of<br>valuation (book,<br>FMV, appraisal,<br>other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance        |
| USA SWIMMING INC 1 OLYMPIC PLAZA COLORADO SPRINGS, CO 80909                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20-4264282                      | 501(C)(3)                                               | 882,649.                                           | 0.                                    |                                                                |                                       | NATIONAL TEAM AND CLUB                    |
| HARRIS COUNTY PRECINCT 1 STREET OLYMPICS INC 2727 EL CAMINO - HOUSTON, TX 77054                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 76-0227692                      | 501(C)(3)                                               | 41,600.                                            | 0.                                    |                                                                |                                       | LEARN TO SWIM                             |
| YMCA OF GREATER HOUSTON<br>2600 N LOOP WEST, STE. 300<br>HOUSTON, TX 77573                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 74-1109737                      | 501(C)(3)                                               | 30,600.                                            | 0.                                    |                                                                |                                       | LEARN TO SWIM                             |
| ANDERSON BARRACUDAS<br>8108 CLOUGH PIKE<br>CINCINNATI, OH 45244                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 31-0537178                      | 501(C)(3)                                               | 22,725.                                            | 0.                                    |                                                                |                                       | CLUB RELIEF                               |
| YMCA OF CHICAGO<br>1030 W VAN BUREN ST.<br>CHICAGO, IL 60607                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 36-2179782                      | 501(C)(3)                                               | 21,000.                                            | 0.                                    |                                                                |                                       | LEARN TO SWIM & CLUB                      |
| YMCA GREATER TWIN CITIES 651 NICOLLET MALL, STE. 500 MINNEAPOLIS, MN 55402                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 45-2563299                      | 501(C)(3)                                               | 20,000.                                            | 0.                                    |                                                                |                                       | LEARN TO SWIM                             |
| 2 Enter total number of section 501(c)(3) a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | nd government or                | ganizations listed in th                                | ne line 1 table                                    |                                       |                                                                |                                       | <u>290.</u>                               |

3 Enter total number of other organizations listed in the line 1 table

| Part II Continuation of Grants and Other                                          | Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.) |                               |                          |                                         |                                                                |                                           |                                    |  |  |  |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------|--|--|--|
| (a) Name and address of organization or government                                | <b>(b)</b> EIN                                                                                                                           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |  |  |  |
| CITY OF JERSEY CITY                                                               |                                                                                                                                          |                               |                          |                                         |                                                                |                                           |                                    |  |  |  |
| 280 GROVE ST.<br>JERSEY CITY, NJ 07302                                            | 22-6002013                                                                                                                               | GOVERNMENT                    | 15,000.                  | 0.                                      |                                                                |                                           | LEARN TO SWIM                      |  |  |  |
| YMCA OF GREATER KANSAS CITY<br>3100 BROADWAY STE. 1020                            |                                                                                                                                          |                               |                          |                                         |                                                                |                                           |                                    |  |  |  |
| KANSAS CITY, MO 64111                                                             | 44-0546002                                                                                                                               | 501(C)(3)                     | 15,000.                  | 0.                                      |                                                                |                                           | LEARN TO SWIM                      |  |  |  |
| NORTHERN NEVADA AQUATICS<br>1135 TERMINAL WAY #106<br>RENO, NV 89502              | 27-1735251                                                                                                                               | 501(C)(3)                     | 13,675.                  | 0.                                      |                                                                |                                           | CLUB RELIEF                        |  |  |  |
| GATOR SWIM CLUB<br>13721 NW 10TH PLACE<br>NEWBERRY, FL 32669                      | 20-0469415                                                                                                                               | 501(C)(3)                     | 13,000.                  | 0.                                      |                                                                |                                           | CLUB RELIEF                        |  |  |  |
| BRANDYWINE YMCA 1 E CHESTNUT STREET WEST CHESTER, PA 19380                        | 23-1365994                                                                                                                               | 501(C)(3)                     | 12,875.                  | 0.                                      |                                                                |                                           | CLUB RELIEF                        |  |  |  |
| BOYS AND GIRLS CLUB OF DEEP E<br>TEXAS - PO BOX 631345 -<br>NACOGDOCHES, TX 75963 | 75-2254579                                                                                                                               | 501(C)(3)                     | 12,125.                  | 0.                                      |                                                                |                                           | LEARN TO SWIM & CLUB               |  |  |  |
| BERKELEY AQUATIC CLUB<br>629 CENTRAL AVE<br>NEW PROVIDENCE, NJ 07974              | 22-2572561                                                                                                                               |                               | 11,825.                  | 0.                                      |                                                                |                                           | CLUB RELIEF                        |  |  |  |
| YMCA OF GREATER SAN ANTONIO<br>231 E RHAPSODY<br>SAN ANTONIO, TX 78216            | 74-1109634                                                                                                                               | 501(C)(3)                     | 10,026.                  | 0.                                      |                                                                |                                           | LEARN TO SWIM                      |  |  |  |
| SOUTH SHORE YMCA<br>141 LONGWATER DR. STE. 110<br>NORWELL, MA 02061               | 04-2105881                                                                                                                               | 501(C)(3)                     | 10,000.                  | 0.                                      |                                                                |                                           | LEARN TO SWIM                      |  |  |  |

| Part II Continuation of Grants and Other           | Assistance to Do | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
|----------------------------------------------------|------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN          | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| YMCA OF MADISON NEW JERSEY                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 111 KINGS RD                                       |                  |                               |                          |                                         |                                                                |                                        | LEARN TO SWIM & CLUB                  |
| MADISON, NJ 07940                                  | 22-1487385       | 501(C)(3)                     | 10,000.                  | 0.                                      |                                                                |                                        | RELIEF                                |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BOYS AND GIRLS CLUB OF METRO SOUTH                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 233 WARREN AVE.                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BROKTON, MA 02301                                  | 22-2963214       | 501(C)(3)                     | 10,000.                  | 0.                                      |                                                                |                                        | LEARN TO SWIM                         |
|                                                    |                  |                               | ,                        |                                         |                                                                |                                        |                                       |
| GREATER HOLYOKE YMCA                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 171 PINE ST.                                       |                  |                               |                          |                                         |                                                                |                                        | LEARN TO SWIM & CLUB                  |
| HOLYOKE, MA 01040                                  | 04-2192693       | 501(C)(3)                     | 9,782.                   | 0.                                      |                                                                |                                        | RELIEF                                |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| YMCA OF CENTRAL MASS                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 766 MAIN ST.                                       |                  |                               |                          |                                         |                                                                |                                        | LEARN TO SWIM & CLUB                  |
| WORCESTER, MA 01610                                | 04-2105885       | 501(C)(3)                     | 9,500.                   | 0.                                      |                                                                |                                        | RELIEF                                |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PALM DESERT SWIM CLUB                              |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 10654                                       |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PALM DESERT, CA 92255                              | 09-0914432       | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| VICTOR SWIM CLUB                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 293                                         |                  |                               |                          | _                                       |                                                                |                                        |                                       |
| VICTOR, NY 14564                                   | 16-1363811       | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| OHECE CHIMMING                                     |                  |                               |                          |                                         |                                                                |                                        |                                       |
| QUEST SWIMMING<br>6800 DEER RUN DRIVE              |                  |                               |                          |                                         |                                                                |                                        |                                       |
|                                                    | 20-0294738       |                               | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| MIDLOTHIAN, VA 23112                               | 20-0294736       |                               | 8,750.                   | 0.                                      |                                                                |                                        | CLOB KELIEF                           |
| CONCORD SWIM CLUB                                  |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 2923 WOODMONT DR                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SOUTH BEND, IN 46614                               | 20-0383516       | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 20 0303310       | 551(5)(5)                     | 3,730.                   | · ·                                     |                                                                |                                        | CLOD VIDILII                          |
| LAKEWOOD RANCH SWIM ASSOCIATION                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 11523 PALM BRUSH TRAIL                             |                  |                               |                          |                                         |                                                                |                                        |                                       |
| LAKEWOOD RANCH, FL 34202                           | 20-1516055       | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                       |
|----------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| CONDORS SWIM CLUB                                  |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 115 N MAIN STREET                                  |                   |                               |                          |                                         |                                                                |                                           |                                       |
| NEW CITY, NY 10956                                 | 20-1600660        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               | ,                        |                                         |                                                                |                                           |                                       |
| FISHERS AREA SWIMMING TIGERS                       |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 453                                         |                   |                               |                          |                                         |                                                                |                                           |                                       |
| FISHERS, IN 46038                                  | 20-5273324        |                               | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| SWIM CHARLESTON                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 1150 HUNGRYNECK BLVD STE C PMB 202                 | 20 0001660        | E01/a)/2)                     | 0.750                    | _                                       |                                                                |                                           |                                       |
| MOUNT PLEASANT, SC 29464                           | 30-0921669        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| BOWLING GREEN SWIM CLUB                            |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 793                                         |                   |                               |                          |                                         |                                                                |                                           |                                       |
| BOWLING GREEN, OH 43402                            | 34-1424472        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| -                                                  |                   |                               | , -                      |                                         |                                                                |                                           |                                       |
| FIRESTONE AKRON SWIM TEAM                          |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 470 CASTLE BLVD                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| AKRON, OH 44313                                    | 34-1892460        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| NOBLESVILLE SWIM CLUB                              |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 378                                         |                   |                               |                          |                                         |                                                                |                                           |                                       |
| NOBLESVILLE, IN 46061                              | 35-1982869        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| NEW DEDUTY GUTY GUID                               |                   |                               |                          |                                         |                                                                |                                           |                                       |
| NEW BERLIN SWIM CLUB PO BOX 510253                 |                   |                               |                          |                                         |                                                                |                                           |                                       |
|                                                    | 39-1151182        | E01/G\/2\                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| NEW BERLIN, WI 53151                               | 39-1131102        | 501(0/(3/                     | 8,730.                   | 0.                                      |                                                                |                                           | CHOR KEHIEF                           |
| MINNEAPOLIS YWCA OTTERS                            |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 1130 NICOLLET MALL                                 |                   |                               |                          |                                         |                                                                |                                           |                                       |
| MINNEAPOLIS, MN 55403                              | 41-0693891        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   | , , , ,                       | 1,1220                   |                                         |                                                                |                                           |                                       |
| MACR SHARKS                                        |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 207 7TH AVENUE SE                                  |                   |                               |                          |                                         |                                                                |                                           |                                       |
| CEDAR RAPIDS, IA 52401                             | 42-0680306        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |

| Part II Continuation of Grants and Other               | Assistance to Dor | •                             | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
|--------------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government     | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| DUBUQUE AREA SWIMMIN' HURRICANES                       |                   |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 1062<br>DUBUQUE, IA 52004                       | 42-1373861        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| D050Q01, IN 32004                                      | 42 13/3001        | 301(0)(3)                     | 0,730.                   | <u> </u>                                |                                                                |                                        | CHOD KHILLI                        |
| QUICKSILVER SWIMMING                                   |                   |                               |                          |                                         |                                                                |                                        |                                    |
| P.O. BOX 36205<br>SAN JOSE, CA 95158                   | 45-3142323        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| SAN 003E, CA 93130                                     | 43-3142323        | 301(0)(3)                     | 8,730.                   | 0.                                      |                                                                |                                        | CHOR KERIEF                        |
| PIRANHA AQUATICS                                       |                   |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 1006                                            | AE 2175A76        | E01/G)/3)                     | 0.750                    | 0                                       |                                                                |                                        |                                    |
| SALEM, OH 44460                                        | 45-3175476        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| NAVAL ACADEMY AQUATIC CLUB                             |                   |                               |                          |                                         |                                                                |                                        |                                    |
| 17 EAST NAP LANE                                       |                   |                               |                          |                                         |                                                                |                                        |                                    |
| ANNAPOLIS, MD 21409                                    | 45-8935759        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ENFINITY AQUATIC CLUB                                  |                   |                               |                          |                                         |                                                                |                                        |                                    |
| 718 CHESTNUT ST                                        |                   |                               |                          |                                         |                                                                |                                        |                                    |
| WINSTON SALEM, NC 27101                                | 46-1712220        |                               | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| MADERIARD ED TOG GELTMANA                              |                   |                               |                          |                                         |                                                                |                                        |                                    |
| NORTHERN TRIBS SWIMMING<br>3 GARVIN AVENUE APARTMENT 4 |                   |                               |                          |                                         |                                                                |                                        |                                    |
| MASSENA, NY 13662                                      | 46-5284183        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                        |                   |                               |                          |                                         |                                                                |                                        |                                    |
| VANDAL AQUATIC CLUB                                    |                   |                               |                          |                                         |                                                                |                                        |                                    |
| 643 NORTH GARFIELD STREET<br>MOSCOW, ID 83843          | 47-1063303        |                               | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| 100001, 12 00013                                       | 17 1003303        |                               | 0,730.                   | ••                                      |                                                                |                                        | CHOP KHITHI                        |
| ST. BERNARD SWIM CLUB                                  |                   |                               |                          |                                         |                                                                |                                        |                                    |
| 1706 MEHLE ST                                          |                   |                               |                          |                                         |                                                                |                                        |                                    |
| ARABI, LA 70032                                        | 47-1457195        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| PEORIA AREA WATER WIZARDS                              |                   |                               |                          |                                         |                                                                |                                        |                                    |
| 415 W RICHMOND AVE                                     |                   |                               |                          |                                         |                                                                |                                        |                                    |
| PEORIA, IL 61604                                       | 47-2411539        | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

| (a) Name and address of                            | (b) [N]        | (a) IDC continu               | (d) Amount of            | (a) Amount of                           | (f) Mothod of                                         | (a) Description of                     | (h) Durnoss of grant                  |
|----------------------------------------------------|----------------|-------------------------------|--------------------------|-----------------------------------------|-------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| MADISON AQUATIC CLUB                               |                |                               |                          |                                         |                                                       |                                        |                                       |
| 6614 JACOBS WAY                                    |                |                               |                          |                                         |                                                       |                                        |                                       |
| MADISON, WI 53711                                  | 47-3168277     |                               | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
|                                                    |                |                               |                          |                                         |                                                       |                                        |                                       |
| 757 SWIM                                           |                |                               |                          |                                         |                                                       |                                        |                                       |
| PO BOX 6641                                        |                |                               |                          |                                         |                                                       |                                        |                                       |
| WILLIAMSBURG, VA 23188                             | 47-5004484     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
| HANOVER AQUATICS                                   |                |                               |                          |                                         |                                                       |                                        |                                       |
| 9120 BURKWOOD CLUB DRIVE                           |                |                               |                          |                                         |                                                       |                                        |                                       |
| MECHANICSVILLE, VA 23116                           | 54-1763158     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
| ,                                                  |                |                               | 1,000                    |                                         |                                                       |                                        |                                       |
| EAST CAROLINA AQUATICS                             |                |                               |                          |                                         |                                                       |                                        |                                       |
| 2865 CHARLES BLVD                                  |                |                               |                          |                                         |                                                       |                                        |                                       |
| GREENVILLE, NC 27858                               | 56-1816657     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
|                                                    |                |                               | , ,                      | -                                       |                                                       |                                        |                                       |
| NORTH CAROLINA AQUATIC CLUB                        |                |                               |                          |                                         |                                                       |                                        |                                       |
| 1001 STAFFIELD LANE                                |                |                               |                          |                                         |                                                       |                                        |                                       |
| CHAPEL HILL, NC 27516                              | 56-1830447     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
| ,                                                  |                |                               | .,                       |                                         |                                                       |                                        |                                       |
| SANDHILLS SANDSHARKS                               |                |                               |                          |                                         |                                                       |                                        |                                       |
| 260 N RIDGE ST                                     |                |                               |                          |                                         |                                                       |                                        |                                       |
| SOUTHERN PINES, NC 28387                           | 56-1838975     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
| •                                                  |                |                               | , ,                      |                                         |                                                       |                                        |                                       |
| HURRICANE AQUATICS                                 |                |                               |                          |                                         |                                                       |                                        |                                       |
| 5821 SAN AMARO DR                                  |                |                               |                          |                                         |                                                       |                                        |                                       |
| CORAL GABLES, FL 33143                             | 65-1189724     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
| ·                                                  |                |                               |                          |                                         |                                                       |                                        |                                       |
| TRUCKEE TAHOE SWIM TEAM                            |                |                               |                          |                                         |                                                       |                                        |                                       |
| P.O. BOX 9122                                      |                |                               |                          |                                         |                                                       |                                        |                                       |
| TRUCKEE, CA 96162                                  | 68-0384647     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |
|                                                    |                |                               |                          |                                         |                                                       |                                        |                                       |
| FORT COLLINS AREA SWIM TEAM                        |                |                               |                          |                                         |                                                       |                                        |                                       |
| PO BOX 272411                                      |                |                               |                          |                                         |                                                       |                                        |                                       |
| FORT COLLINS, CO 80527                             | 74-2469145     | 501(C)(3)                     | 8,750.                   | 0.                                      |                                                       |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Oth             | er Assistance to Don |                               | and Domestic Go          | vernments (Sch                    | edule I (Form 990), Pa                                         |                                           |                                       |
|----------------------------------------------------|----------------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN              | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| FAIRFAX FOXES SWIMMING                             |                      |                               |                          |                                   |                                                                |                                           |                                       |
| 7932 ELLET ROAD                                    |                      |                               |                          |                                   |                                                                |                                           |                                       |
| SPRINGFIELD, VA 22151                              | 81-1022431           |                               | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| TAMPA BAY AQUATIC CLUB                             |                      |                               |                          |                                   |                                                                |                                           |                                       |
| 819 S OREGON AVE                                   |                      |                               |                          |                                   |                                                                |                                           |                                       |
| TAMPA, FL 33606                                    | 82-4990357           |                               | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| SMOKY MOUNTAIN AQUATIC CLUB<br>210 RICHLAND ST     |                      |                               |                          |                                   |                                                                |                                           |                                       |
| ASHEVILLE, NC 28806                                | 82-5077258           | 501(C)(3)                     | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| SAN DIEGO SEAPORT AQUATICS<br>5037 LOTUS ST        |                      |                               |                          |                                   |                                                                |                                           |                                       |
| SAN DIEGO, CA 92107                                | 83-1175377           |                               | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| BOULDER SWIM TEAM PO BOX 1108                      |                      |                               |                          |                                   |                                                                |                                           |                                       |
| BOULDER, CO 80306                                  | 84-1366535           | 501(C)(3)                     | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| FLAGSTAFF SNOW SHARKS<br>508 W WULFENITE RD        |                      |                               |                          |                                   |                                                                |                                           |                                       |
| FLAGSTAFF, AZ 86005-6835                           | 86-0361714           | 501(C)(3)                     | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| BARANOF BARRACUDAS SWIM CLUB PO BOX 2464           |                      |                               |                          |                                   |                                                                |                                           |                                       |
| SITKA, AK 99835                                    | 92-0079754           | 501(C)(3)                     | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| REDDING SWIM CLUB INC.<br>P.O. BOX 992112          |                      |                               |                          |                                   |                                                                |                                           |                                       |
| REDDING, CA 96099-2112                             | 94-1609475           | 501(C)(3)                     | 8,750.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| INDIANA SWIM CLUB<br>PO BOX 2266                   |                      |                               |                          |                                   |                                                                |                                           |                                       |
| BLOOMINGTON, IN 47402                              | 23-7364661           | 501(C)(3)                     | 8,440.                   | 0.                                |                                                                |                                           | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Dor | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
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| (a) Name and address of organization or government | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| ROCKBRIDGE STORM SWIM TEAM                         |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 323 OLD FARM ROAD                                  |                   |                               |                          |                                         |                                                                |                                        |                                       |
| LEXINGTON, VA 24450                                | 20-3495117        | 501(C)(3)                     | 8,250.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| BOZEMAN BARRACUDAS SWIM CLUB                       |                   |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 804                                         |                   |                               |                          |                                         |                                                                |                                        |                                       |
| BOZEMAN, MT 59771                                  | 81-0365289        | 501(C)(3)                     | 8,250.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| YMCA OF GEORGIA'S PIEDMONT                         |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 50 BRAD AKINS DR.                                  |                   |                               |                          |                                         |                                                                |                                        | LEARN TO SWIM & CLUB                  |
| WINDER, GA 30680                                   | 20-1759275        | 501(C)(3)                     | 8,200.                   | 0.                                      |                                                                |                                        | RELIEF                                |
| MINDEN, OIL SOUR                                   | 20 1/332/3        | 301(0)(3)                     | 0,200.                   | ••                                      |                                                                |                                        |                                       |
| UNIVERSITY CITY SWIM CLUB                          |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 529 MIDVALE AVE                                    |                   |                               |                          |                                         |                                                                |                                        |                                       |
| SAINT LOUIS, MO 63130                              | 43-1522636        | 501(C)(3)                     | 8,113.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                        |                                       |
| NORTH SHORE SWIM CLUB                              |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 19 FENLEY RD                                       |                   |                               |                          |                                         |                                                                |                                        |                                       |
| GLOUCESTER, MA 01930                               | 04-3300042        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                        |                                       |
| PIRANHA SWIM TEAM AT DARIEN YMCA                   |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 2420 POST ROAD                                     | 06-0859795        | E01/G\/3\                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| DARIEN, CT 06820                                   | 00-0833733        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLOB RELIEF                           |
| SEA DRAGONS SWIM CLUB                              |                   |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 112                                         |                   |                               |                          |                                         |                                                                |                                        |                                       |
| PENFIELD, NY 14526                                 | 13-3447185        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                        |                                       |
| TAC TITANS                                         |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 275 CONVENTION DRIVE                               |                   |                               |                          |                                         |                                                                |                                        |                                       |
| CARY, NC 27511                                     | 14-1839387        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                        |                                       |
| STAR SWIMMING                                      |                   |                               |                          |                                         |                                                                |                                        |                                       |
| 85 CENTRAL AVE                                     | 16 1113634        | E01/G\/3\                     | 7 005                    | _                                       |                                                                |                                        | OLUD DELTEE                           |
| HAMBURG, NY 14075                                  | 16-1113624        | DOT(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| (a) Name and address of                            | (b) [N]    | (a) IDC continu               | (d) Amount of                           | (a) Amount of                     | (f) Mothod of                                                  | (a) Description of                     | (h) Durnoss of grant                  |
|----------------------------------------------------|------------|-------------------------------|-----------------------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant                | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| BUFFALO AREA AQUATIC CLUB                          |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 2655 MILLERSPORT HWY, UNIT 425                     |            |                               |                                         |                                   |                                                                |                                        |                                       |
| GETZVILLE, NY 14068                                | 16-1468410 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 10 1400410 | 301(0)(3)                     | 7,525.                                  | ••                                |                                                                |                                        | CHOD KHHIHI                           |
| RIPTIDE AQUATICS                                   |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 819 NW AUTUMN LANE                                 |            |                               |                                         |                                   |                                                                |                                        |                                       |
| LEE'S SUMMIT, MO 64081                             | 20-2892760 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 20 2032700 | 301(0)(3)                     | 7,525.                                  | ••                                |                                                                |                                        | CHOD KHHIHI                           |
| SWIM TORRANCE                                      |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 21515 HAWTHORNE BLVD. SUITE 200                    |            |                               |                                         |                                   |                                                                |                                        |                                       |
| TORRANCE, CA 90503                                 | 20-4486267 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |            | (-,(-,                        | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                                   |                                                                |                                        |                                       |
| WEBSTER BLUEFINS                                   |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 1112 CANOPY TRAIL                                  |            |                               |                                         |                                   |                                                                |                                        |                                       |
| WEBSTER, NY 14580                                  | 20-5017887 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |            |                               | ,,,,,,                                  |                                   |                                                                |                                        |                                       |
| CAPE COD FIREFISH                                  |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 5 MORNINGSIDE LANE                                 |            |                               |                                         |                                   |                                                                |                                        |                                       |
| SANDWICH, MA 02563                                 | 20-8021764 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| ,                                                  |            |                               | ,,,,,,                                  |                                   |                                                                |                                        |                                       |
| FAIRPORT AREA SWIM TEAM                            |            |                               |                                         |                                   |                                                                |                                        |                                       |
| PO BOX 81                                          |            |                               |                                         |                                   |                                                                |                                        |                                       |
| FAIRPORT, NY 14450                                 | 22-2563710 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| ,                                                  |            |                               | , ,                                     |                                   |                                                                |                                        |                                       |
| BLUE WAVE AQUATICS                                 |            |                               |                                         |                                   |                                                                |                                        |                                       |
| PO BOX 1226                                        |            |                               |                                         |                                   |                                                                |                                        |                                       |
| CHERRY HILL, NJ 08034                              | 22-3276019 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| PARKLAND AQUATIC CLUB                              |            |                               | , ,                                     |                                   |                                                                |                                        |                                       |
| #1 TEKPARK/SUITE 120, 9999                         |            |                               |                                         |                                   |                                                                |                                        |                                       |
| HAMILTON BLVD - BREINIGSVILLE, PA                  |            |                               |                                         |                                   |                                                                |                                        |                                       |
| 18031                                              | 23-2612389 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |            | , , . ,                       | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                                   |                                                                |                                        |                                       |
| CONEJO SIMI SWIM CLUB                              |            |                               |                                         |                                   |                                                                |                                        |                                       |
| P.O. BOX 1819                                      |            |                               |                                         |                                   |                                                                |                                        |                                       |
| THOUSAND OAKS, CA 91358                            | 23-7335410 | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                       |
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| (a) Name and address of organization or government | <b>(b)</b> EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| POCONO FAMILY YMCA                                 |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 809 MAIN ST                                        |                   |                               |                          |                                         |                                                                |                                           |                                       |
| STROUDSBURG, PA 18360                              | 24-0795519        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| SWIM NEPTUNE                                       |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 4848 E. CACTUS #505-208                            |                   |                               |                          |                                         |                                                                |                                           |                                       |
| SCOTTSDALE, AZ 85254                               | 26-0259748        |                               | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| MASON MAKOS SWIM TEAM                              |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 168                                         |                   |                               |                          |                                         |                                                                |                                           |                                       |
| CLIFTON, VA 20124                                  | 26-0324075        |                               | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| ,                                                  |                   |                               | , -                      |                                         |                                                                |                                           |                                       |
| GREATER PHILADELPHIA AQUATIC CLUB                  |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 293                                         |                   |                               |                          |                                         |                                                                |                                           |                                       |
| SEWELL, NJ 08080                                   | 26-3443989        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| PHOENIX SWIM CLUB                                  |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 3901 E. STANFORD DR.                               | 26 2047122        | E01/G\/3\                     | 7 025                    | 0                                       |                                                                |                                           |                                       |
| PARADISE VALLEY, AZ 85253                          | 26-3947133        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| VALLEY AQUATICS                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 27435 MAPLE RIDGE WAY SE                           |                   |                               |                          |                                         |                                                                |                                           |                                       |
| MAPLE VALLEY, WA 98038                             | 27-7990379        |                               | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| DAYTON RAIDERS                                     |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 560 GRANGE HALL RD                                 | 21 1442127        | E01/G\/3\                     | 7 025                    | 0                                       |                                                                |                                           |                                       |
| BEAVERCREEK, OH 45430                              | 31-1443137        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| NORTH COAST AQUATICS                               |                   |                               |                          |                                         |                                                                |                                           |                                       |
| SUITE 108A #317 300 CARLSBAD VILLAG                |                   |                               |                          |                                         |                                                                |                                           |                                       |
| CARLSBAD, CA 92008                                 | 33-0943865        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                       |
| SCHROEDER SWIM TEAM                                |                   |                               |                          |                                         |                                                                |                                           |                                       |
| 9240 N GREEN BAY RD                                |                   |                               |                          |                                         |                                                                |                                           |                                       |
| BROWN DEER, WI 53209                               | 33-1195220        | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |

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| AKE ERIE SILVER DOLPHINS                           |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 8002                                        |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| GATES MILLS, OH 44040                              | 34-0714427        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ·                                                  |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| LA PORTE COMMUNITY TURBOS SWIM                     |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| CLUB - PO BOX 415 - LAPORTE, IN                    |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| 46352                                              | 35-1891024        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| YORKTOWN SWIM CLUB                                 |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 58                                          | 25 1005775        | E01/G\/3\                     | 7 025                                   | 0                                       |                                                                |                                        | OLID DELTEE                        |
| YORKTOWN, IN 47396                                 | 35-1905775        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| JOLIET JETS                                        |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| 749 HOUBOLT ROAD                                   |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| JOLIET, IL 60431                                   | 36-2169197        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| •                                                  |                   |                               | ,                                       |                                         |                                                                |                                        |                                    |
| OAK FOREST SWIM ASSOCATION                         |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 1018                                        |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| OAK FOREST, IL 60452                               | 36-4374190        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| SOUTHEASTERN AQUATICS                              |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| 3210 96TH ST                                       |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| STURTEVANT, WI 53177                               | 39-1580537        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| PLEASANT PRAIRIE PATRIOTS SWIM                     |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| TEAM - 9915 39TH AVENUE - PLEASANT                 |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PRAIRIE, WI 53158                                  | 39-6006058        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    | 05 000000         |                               | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | ••                                      |                                                                |                                        |                                    |
| PIRAHNAS SWIM CLUB                                 |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 23539                                       |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| RICHFIELD, MN 55423                                | 41-1650494        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| ROCHESTER SWIM CLUB                                |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 7796                                        |                   |                               |                                         |                                         |                                                                |                                        |                                    |
| ROCHESTER, MN 55903                                | 41-1965153        | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

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| REAT WOLF SWIM TEAM                                |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 7218 ALDRICH CT N                                  |                       |                               |                          |                                   |                                                                |                                           |                                    |
| BROOKLYN CENTER, MN 55430                          | 41-2124917            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| CENTRAL IOWA AQUATICS                              |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 6770 RIVER BEND DR                                 |                       |                               |                          |                                   |                                                                |                                           |                                    |
| JOHNSTON, IA 50131                                 | 42-1443780            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| COLUMBIA SWIM CLUB                                 |                       |                               |                          |                                   |                                                                |                                           |                                    |
| PO BOX 269                                         |                       |                               |                          |                                   |                                                                |                                           |                                    |
| COLUMBIA, MO 65205                                 | 43-0829313            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| CCSC                                               |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 964 ATHANIA PKWY                                   |                       |                               |                          |                                   |                                                                |                                           |                                    |
| METAIRIE, LA 70001                                 | 43-5493618            |                               | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| SYRACUSE CHARGERS                                  |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 5858 E MOLLOY RD SUITE 104                         |                       |                               |                          |                                   |                                                                |                                           |                                    |
| SYRACUSE, NY 13211                                 | 46-1649392            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| MANTA RAY AQUATICS                                 |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 125 SHADOW GLEN CT.                                |                       |                               |                          |                                   |                                                                |                                           |                                    |
| EL CAJON, CA 92019                                 | 46-1807794            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| SARASOTA TSUNAMI SWIM TEAM                         |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 5123 KESTRAL PARK PLACE                            |                       |                               |                          |                                   |                                                                |                                           |                                    |
| SARASOTA, FL 34231                                 | 46-4112757            | 501(C)(3)                     | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| SOLO AQUATICS                                      |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 22 HANOVER STREET                                  |                       |                               |                          |                                   |                                                                |                                           |                                    |
| HAVERHILL, MA 01832                                | 47-4823731            |                               | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| CRIMSON AQUATICS                                   |                       |                               |                          |                                   |                                                                |                                           |                                    |
| 44 NEWELL DRIVE                                    |                       |                               |                          |                                   |                                                                |                                           |                                    |
| CUMBERLAND, RI 02864                               | 47-5151340            |                               | 7,925.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | er Assistance to Dor | mestic Organizations          | and Domestic Go          | overnments (Sch                         | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
|----------------------------------------------------|----------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN              | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| POSEIDON SWIMMING                                  |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 10800 CENTER VIEW DR                               |                      |                               |                          |                                         |                                                                |                                        |                                       |
| NORTH CHESTERFIELD, VA 23235                       | 54-1509037           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| GREENSBORO SWIMMING ASSOCATION                     |                      |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 10085                                       |                      |                               |                          |                                         |                                                                |                                        |                                       |
| GREENSBORO, NC 27404                               | 56-0766206           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| HIGH POINT SWIM CLUB                               |                      |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 5815                                        |                      |                               |                          |                                         |                                                                |                                        |                                       |
| HIGH POINT, NC 27262                               | 56-6060981           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ,                                                  |                      |                               | 1,12                     |                                         |                                                                |                                        |                                       |
| Y-SPARTAQUATICS SWIM CLUB                          |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 151 RIBAULT ST.                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| SPARTANBURG, SC 29302                              | 57-0314425           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| COLUMBUS AQUATIC CLUB                              |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 1515 18TH AVE                                      |                      |                               |                          |                                         |                                                                |                                        |                                       |
| COLUMBUS, GA 31901                                 | 58-1403010           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| GUARRAHOOGURE GOLD GWIN GLUD                       |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CHATTAHOOCHEE GOLD SWIM CLUB PO BOX 387            |                      |                               |                          |                                         |                                                                |                                        |                                       |
| WOODSTOCK, GA 30188                                | 58-2015341           |                               | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| WOODSTOCK, ON SOILS                                | 30 2013341           |                               | 7,323.                   | · ·                                     |                                                                |                                        | CHOD KHHIHI                           |
| NORTHERN KENTUCKY CLIPPERS                         |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 301 KENTON LANDS ROAD                              |                      |                               |                          |                                         |                                                                |                                        |                                       |
| ERLANGER, KY 41018                                 | 61-1345484           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| GOSHEN SWIMMING                                    |                      |                               |                          |                                         |                                                                |                                        |                                       |
| P.O. BOX 1303                                      |                      |                               |                          |                                         |                                                                |                                        |                                       |
| GOSHEN, IN 46526                                   | 61-1564721           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| GODAL GDDINGG GWYY GYYD                            |                      |                               |                          |                                         |                                                                |                                        |                                       |
| CORAL SPRINGS SWIM CLUB                            |                      |                               |                          |                                         |                                                                |                                        |                                       |
| 12441 ROYAL PALM BLVD<br>CORAL SPRINGS, FL 33065   | 65-0988367           | 501(C)(3)                     | 7,925.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| CONVI SLVINGS, LT 32003                            | 03-0300307           | DOT(C)(3)                     | 1,343.                   | <u> </u>                                |                                                                |                                        | CHOD VEHIEL                           |

| Part II Continuation of Grants and Other           | r Assistance to Don | nestic Organizations          | and Domestic Go                         | vernments (Sche                         | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
|----------------------------------------------------|---------------------|-------------------------------|-----------------------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN      | (c) IRC section if applicable | (d) Amount of cash grant                | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| CITY OF PLANO SWIMMERS                             |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| 2925 W. 15TH STREET                                |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| PLANO, TX 75075                                    | 75-1815867          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ·                                                  |                     |                               | ,                                       |                                         |                                                                |                                        |                                    |
| US AQUATICS CLUB                                   |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| 1803 QUEEN ANNE CT                                 |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| ATLANTA, GA 30350                                  | 81-3372178          |                               | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| NSEA SWIM                                          |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| 6229 RIPTIDE DR                                    | 83-3450312          | E01/G\/2\                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| WILMINGTON, NC 28403                               | 83-3450312          | 301(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLOB RELIEF                        |
| VANCOUVER SWIM CLUB                                |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| 11203 NE 96TH ST                                   |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| VANCOUVER, WA 98662                                | 91-1100086          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |                     |                               | ,                                       |                                         |                                                                |                                        |                                    |
| WAVE AQUATICS                                      |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 2953                                        |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| KIRKLAND, WA 98083                                 | 91-1386855          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| SOUTH SNOHOMISH COUNTY DOLPHINS                    |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| 10801 HARBOUR POINTE BLVD                          | 04 4 7 2 4 2 2 5    | F04 (F) (O)                   |                                         |                                         |                                                                |                                        |                                    |
| MUKILTEO, WA 98275                                 | 91-1734295          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| SAN BENITO AQUATICS                                |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 464                                         |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| HOLLISTER, CA 95024                                | 94-2463442          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |                     | ,                             | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, |                                         |                                                                |                                        |                                    |
| TEAM EUGENE AQUATICS                               |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 50404                                       |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| EUGENE, OR 97405                                   | 94-3132094          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| BUENAVENTURA SWIM CLUB                             |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| PO BOX 3934                                        |                     |                               |                                         |                                         |                                                                |                                        |                                    |
| VENTURA, CA 93006                                  | 95-2553752          | 501(C)(3)                     | 7,925.                                  | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | Assistance to Dor | mestic Organizations          | and Domestic Go                         | vernments (Sch                    | edule I (Form 990), Pa                                         | rt II.)                                | Z 13013// F                           |
|----------------------------------------------------|-------------------|-------------------------------|-----------------------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant                | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| OUTH BAY AQUATICS                                  |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 2220 OTAY LAKES ROAD, STE 502-755                  |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| CHULA VISTA, CA 91915                              | 95-2563497        | 501(C)(3)                     | 7,925.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| STORM AQUATICS                                     |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| PO BOX 171                                         | 40.4054044        | 504 (5) (0)                   |                                         |                                   |                                                                |                                        |                                       |
| LAKE STEVENS, WA 98258                             | 48-1254044        | 501(C)(3)                     | 7,768.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| FALLBROOK ASSOCIATED SWIM TEAM                     |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 1335 VIA DEL ORO                                   |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| FALLBROOK, CA 92028                                | 33-0522173        | 501(C)(3)                     | 7,750.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| SWIM BEYOND LLC                                    |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 482 PRINCETON WAY NE                               |                   |                               |                                         | _                                 |                                                                |                                        |                                       |
| ATLANTA, GA 30307                                  | 81-1301017        |                               | 7,700.                                  | 0.                                |                                                                |                                        | LEARN TO SWIM                         |
| UCD AQUAMONSTERS                                   |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 3018 CAMPBELL PLACE                                |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| DAVIS, CA 95618                                    | 55-0895554        | 501(C)(3)                     | 7,520.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 00 0000001        |                               | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | -                                 |                                                                |                                        |                                       |
| CARDINAL AQUATICS                                  |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 13415 KRISTEN LEIGH CT.                            |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| LOUISVILLE, KY 40299                               | 35-1993318        | 501(C)(3)                     | 7,500.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| BROOKLYN COMMUNITY CENTER                          |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| 6301 SHINGLE CREEK PKWY                            |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| BROOKLYN CENTER, MN 55430                          | 41-6005011        | GOVERNMENT                    | 7,500.                                  | 0.                                |                                                                |                                        | LEARN TO SWIM                         |
| NOVA OF VIDCINIA ACHAMICS                          |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| NOVA OF VIRGINIA AQUATICS<br>L2207 GAYTON ROAD     |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| RICHMOND, VA 23238                                 | 54-1427388        | 501(C)(3)                     | 7,465.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 31 142/300        |                               | ,,=03.                                  | <u> </u>                          |                                                                |                                        |                                       |
| TEAM VORTEX SWIM CLUB                              |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| PO BOX 249                                         |                   |                               |                                         |                                   |                                                                |                                        |                                       |
| FORT COLLINS, CO 80522                             | 84-1460935        | 501(C)(3)                     | 7,425.                                  | 0.                                |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Oth             |            |                               | <u> </u>                 | (                                 |                                                                | T '                                    |                                    |
|----------------------------------------------------|------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| KANSAS CITY BLAZERS                                |            |                               |                          |                                   |                                                                |                                        |                                    |
| 6501 ANTIOCH RD                                    |            |                               |                          |                                   |                                                                |                                        |                                    |
| SHAWNEE MISSION, KS 66202                          | 48-0856759 | 501(C)(3)                     | 7,250.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |            |                               | ,                        |                                   |                                                                |                                        |                                    |
| BELMONT AQUATIC CLUB                               |            |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 294                                         |            |                               |                          |                                   |                                                                |                                        |                                    |
| BELMONT, MA 02478                                  | 04-2730190 | 501(C)(3)                     | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
|                                                    |            |                               |                          |                                   |                                                                |                                        |                                    |
| UPPER DUBLIN AQUATIC CLUB                          |            |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 52                                          | 22 2022027 | F01/G1/21                     | 6 075                    | _                                 |                                                                |                                        | GI IID DEI TEE                     |
| FORT WASHINGTON, PA 19034                          | 23-2923027 | 501(C)(3)                     | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| WASATCH FRONT FISH MARKET                          |            |                               |                          |                                   |                                                                |                                        |                                    |
| 7601 S. SIESTA HILLS CT                            |            |                               |                          |                                   |                                                                |                                        |                                    |
| SANDY, UT 84093                                    | 26-2607567 |                               | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
|                                                    |            |                               | ,,,,,,,                  |                                   |                                                                |                                        |                                    |
| HOWARD COUNTY AQUATICS                             |            |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 6672                                        |            |                               |                          |                                   |                                                                |                                        |                                    |
| KOKOMO, IN 46904                                   | 26-3500352 | 501(C)(3)                     | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
|                                                    |            |                               |                          |                                   |                                                                |                                        |                                    |
| SUBURBAN SEAHAWKS                                  |            |                               |                          |                                   |                                                                |                                        |                                    |
| 3615 GRADYVILLE ROAD                               |            |                               |                          |                                   |                                                                |                                        |                                    |
| NEWTOWN SQUARE, PA 19073                           | 26-4129315 | 501(C)(3)                     | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| GOLUMNI, TU OD I DA AOUTA MILO, GLUID              |            |                               |                          |                                   |                                                                |                                        |                                    |
| SOUTH FLORIDA AQUATIC CLUB                         |            |                               |                          |                                   |                                                                |                                        |                                    |
| 1273 SW 167TH AVE                                  | 27 2106721 |                               | 6 875                    | _                                 |                                                                |                                        |                                    |
| PEMBROKE PINES, FL 33027                           | 27-2106731 |                               | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| PATUXENT AQUATICS CLUB                             |            |                               |                          |                                   |                                                                |                                        |                                    |
| 414 FOREST BRIDGE CT                               |            |                               |                          |                                   |                                                                |                                        |                                    |
| LAUREL, MD 20724                                   | 27-4735808 |                               | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
|                                                    | 2. 2.23    |                               | -,,,,,,                  | -                                 |                                                                |                                        | <u> </u>                           |
| TEMECULA SWIM CLUB                                 |            |                               |                          |                                   |                                                                |                                        |                                    |
| PO BOX 891612                                      |            |                               |                          |                                   |                                                                |                                        |                                    |
| TEMECULA, CA 92589                                 | 33-9539761 | 501(C)(3)                     | 6,875.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Othe                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | r Assistance to Don | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>(b)</b> EIN      | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| GREAT ILLINOIS SWIM ASSOCIATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 54                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                     |                               |                          |                                         |                                                                |                                        |                                       |
| TINLEY PARK, IL 60477                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 36-3609813          | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| HOMEWOOD FLOSSMOOR SWIM CLUB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                     |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                     |                               |                          |                                         |                                                                |                                        |                                       |
| FLOSSMOOR, IL 60422                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 36-3854613          | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| WANTED DATE OF THE STATE OF THE |                     |                               |                          |                                         |                                                                |                                        |                                       |
| WAUKESHA EXPRESS SWIM TEAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                     |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 1874                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 39-1368110          | E01/G\/2\                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| WAUKESHA, WI 53187                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 39-1300110          | 501(C)(3)                     | 0,875.                   | 0.                                      |                                                                |                                        | CLOB RELIEF                           |
| GREATER DES MOINES YMCA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                               |                          |                                         |                                                                |                                        |                                       |
| 501 GRAND AVE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                     |                               |                          |                                         |                                                                |                                        |                                       |
| DES MOINES, IA 50309                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 42-0680438          | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                               | ,,,,,,                   |                                         |                                                                |                                        |                                       |
| SHAMROCK SWIM CLUB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                               |                          |                                         |                                                                |                                        |                                       |
| 2 ARNOLD MILLS RD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                     |                               |                          |                                         |                                                                |                                        |                                       |
| N. ATTLEBORO, MA 02761                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 45-2606957          |                               | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |                               |                          |                                         |                                                                |                                        |                                       |
| DUNELAND SWIM CLUB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 2748                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                     |                               |                          |                                         |                                                                |                                        |                                       |
| CHESTERTON, IN 46304                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 45-3519710          | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |                               |                          |                                         |                                                                |                                        |                                       |
| TRI WEST SWIM CLUB                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                     |                               |                          |                                         |                                                                |                                        |                                       |
| 2660 W COUNTY ROAD 775 N                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 45 40505-5          | F04 (=) (0)                   |                          | _                                       |                                                                |                                        |                                       |
| LIZTON, IN 46149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 45-4979078          | pnt(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| CDDING CWIM MEAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                     |                               |                          |                                         |                                                                |                                        |                                       |
| SPRING SWIM TEAM<br>1722 SUNGAIL DR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                     |                               |                          |                                         |                                                                |                                        |                                       |
| SPRING, TX 77386                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 46-0628332          |                               | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| JIRING, IA 77300                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 40 0020332          |                               | 0,075.                   | 0.                                      |                                                                |                                        | CHOD KENTER                           |
| FAIRMONT AREA SWIM TEAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                     |                               |                          |                                         |                                                                |                                        |                                       |
| 1812 COUNTRY CLUB ROAD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |                               |                          |                                         |                                                                |                                        |                                       |
| FAIRMONT, WV 26554                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 47-2368567          | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Doi | nestic Organizations          | and Domestic Go                       | vernments (Sch                    | edule I (Form 990), Pa                                         | rt II.)                                   |                                       |
|----------------------------------------------------|-------------------|-------------------------------|---------------------------------------|-----------------------------------|----------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN    | (c) IRC section if applicable | (d) Amount of cash grant              | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| LAWRENCE AQUAHAWKS                                 |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| 1901 W 31ST ST                                     |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| LAWRENCE, KS 66046                                 | 48-0974226        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| THE FISH                                           |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| 1340 OLD CHAIN BRIDGE RD                           |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| MC LEAN, VA 22101                                  | 54-1813816        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| FORT BELVOIR SWIM TEAM                             |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| PO BOX 6445                                        |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| ALEXANDRIA, VA 22306                               | 54-2004371        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| ·                                                  |                   |                               | , , , , , , , , , , , , , , , , , , , |                                   |                                                                |                                           |                                       |
| UPPER PALMETTO YMCA RAY                            |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| 151 S OAKLAND AVE                                  |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| ROCK HILL, SC 29730                                | 57-0335422        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| COD CHIM HEAM                                      |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| COR SWIM TEAM 316 LADYFERN WAY                     |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| GARLAND, TX 75040                                  | 75-2032615        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| CIRCINID, IX 13040                                 | 73 2032013        | 301(0)(3)                     | 0,073.                                | · ·                               |                                                                |                                           | CHOD KHHIHI                           |
| METROPLEX AQUATICS                                 |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| 1314 W MCDERMOTT DR SUITE 106 #521                 |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| ALLEN, TX 75013                                    | 75-2391689        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| GUINO UIII G NOUNTIGG                              |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| CHINO HILLS AQUATICS<br>11018 MAPLEFIELD ST        |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| SOUTH EL MONTE, CA 91733                           | 81-0909629        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| SOUTH ELI MONTE, CA 91733                          | 01-0303023        | 501(0)(3)                     | 0,873.                                | 0.                                |                                                                |                                           | CHOR KEHIEF                           |
| RACER X AQUATICS                                   |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| 920 CENTER AVE                                     |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| ASPINWALL, PA 15215                                | 81-3685546        |                               | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |
| QUICKSILVER SANTA CRUZ: SEPARATE,                  |                   |                               | 1,112                                 |                                   |                                                                |                                           |                                       |
| BUT ASSOCIATED WITH QUICKSILVER                    |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| SWIMMING - 325 SOQUEL AVE SANTA                    |                   |                               |                                       |                                   |                                                                |                                           |                                       |
| CRUZ, CA 95062                                     | 82-3258212        | 501(C)(3)                     | 6,875.                                | 0.                                |                                                                |                                           | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Dor | •                             | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                    |
|----------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |
| KING AQUATIC CLUB                                  |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 26719 19TH AVENUE S                                |                   |                               |                          |                                         |                                                                |                                           |                                    |
| DES MOINES, WA 98198                               | 83-0715425        |                               | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                    |
| LOVELAND SWIM CLUB                                 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 2470                                        | 04 0722600        | F01/G1/21                     | 6 075                    |                                         |                                                                |                                           |                                    |
| LOVELAND, CO 80539                                 | 84-0722688        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| ACES SWIM CLUB                                     |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 7101 S HUDSON CIRCLE                               |                   |                               |                          |                                         |                                                                |                                           |                                    |
| CENTENNIAL, CO 80122                               | 84-1603312        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                    |
| SEDONA SWIM TEAM                                   |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 2155 W. STATE ROUTE 89A, SUITE 207                 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| SEDONA, AZ 86336                                   | 86-0738085        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WEGE HADERODD AGHAETA ERAM                         |                   |                               |                          |                                         |                                                                |                                           |                                    |
| WEST HARTFORD AQUATIC TEAM 113 BALLARD DRIVE       |                   |                               |                          |                                         |                                                                |                                           |                                    |
| WEST HARTFORD, CT 06119                            | 90-0580307        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WEST HARTFORD, CT 00119                            | 30-0300307        | 501(0)(3)                     | 0,873.                   | 0.                                      |                                                                |                                           | CHOR KEHIEF                        |
| CHEHALEM SWIM TEAM                                 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 1173                                        |                   |                               |                          |                                         |                                                                |                                           |                                    |
| NEWBERG, OR 97132                                  | 93-1249676        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                   |                               |                          |                                         |                                                                |                                           |                                    |
| CLOVIS SWIM CLUB                                   |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 1690 DAVID E. COOK WAY                             |                   |                               |                          |                                         |                                                                |                                           |                                    |
| CLOVIS, CA 93611                                   | 94-2840774        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| DOVE C CIDI C CLIDE OF CAN DIRECTION               |                   |                               |                          |                                         |                                                                |                                           |                                    |
| BOYS & GIRLS CLUBS OF SAN DIEGUITO PO BOX 230520   |                   |                               |                          |                                         |                                                                |                                           |                                    |
| ENCINITAS, CA 92023                                | 95-2470435        | 501(C)(3)                     | 6,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    | 75 2470433        | 501(0)(5)                     | 0,073.                   | 0.                                      |                                                                |                                           | CHOD KENTER                        |
| WARNER ROBINS AQUANAUTS                            |                   |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 8048                                        |                   |                               |                          |                                         |                                                                |                                           |                                    |
| WARNER ROBINS, GA 31095                            | 58-1283849        | 501(C)(3)                     | 6,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other                                    | Assistance to Doi |                               |                          | verninents (Sch                   |                                                       |                                        |                                    |
|-----------------------------------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government                          | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| MISSISSIPPI GULF COAST YMCA                                                 |                   |                               |                          |                                   |                                                       |                                        |                                    |
| OCEAN SPRINGS, MS 39564                                                     | 64-0584648        | 501(C)(3)                     | 6,750.                   | 0.                                |                                                       |                                        | LEARN TO SWIM                      |
| SPOKANE WAVES AQUATIC TEAM<br>PO BOX 28066<br>SPOKANE, WA 99228             | 91-1741641        | 501(C)(3)                     | 6,750.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| MCMINNVILLE SWIM CLUB BOX 314                                               | 93-0778179        | 501(C)(3)                     | 6,187.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| MCMINNVILLE, OR 97128                                                       | 93-0776179        | 501(C)(3)                     | 0,187.                   | 0.                                |                                                       |                                        | CLOB RELIEF                        |
| HUNTERDON COUNTY YMCA<br>1410 ROUTE 22 W<br>ANNANDALE, NJ 08801             | 22-1524183        | 501(C)(3)                     | 6,100.                   | 0.                                |                                                       |                                        | LEARN TO SWIM & CLUB               |
| GWINNETT AQUATICS<br>1436 BENNING PLACE NE<br>ATLANTA, GA 30307             | 55-0872996        | 501(C)(3)                     | 6,075.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| ATHANIA, GA 30307                                                           | 33 0072330        | 301(0)(3)                     | 0,073.                   | 0.                                |                                                       |                                        | CHOD KEHIEF                        |
| CRIMSON AQUATICS - ANDOVER<br>PO BOX 190<br>DOVER, MA 02030                 | 13-2665743        |                               | 6,000.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| STORM AQUATICS<br>77 KENSICO DRIVE                                          |                   |                               |                          |                                   |                                                       |                                        |                                    |
| MOUNT KISCO, NY 10549                                                       | 13-2704066        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| DRCA SWIM CLUB<br>2201 STRAHLE STREET, APT. D-202<br>PHILADELPHIA, PA 19152 | 20-2781965        |                               | 6,000.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |
| BLUEFISH SWIM CLUB<br>PO BOX 726                                            |                   |                               |                          |                                   |                                                       |                                        |                                    |
| ATTLEBORO, MA 02703                                                         | 20-3358183        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                       |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | Assistance to Do | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                | rug                                   |
|----------------------------------------------------|------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN   | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| MEMPHIS THUNDER AQUATIC CLUB                       |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 1880 WOLF RIVER BLVD                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| COLLIERVILLE, TN 38017                             | 20-3940477       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| HERSHEY AQUATIC CLUB                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 217                                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| HERSHEY, PA 17033                                  | 23-2170454       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| PLANET SWIM AQUATICS                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 272 ALTA MAR DR                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PONTE VEDRA BEACH, FL 32082                        | 27-1295923       |                               | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PENGUIN SWIM CLUB                                  |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 255 GRISWOLD DRIVE                                 | 34-1871272       | E01/G\/3\                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| BOARDMAN, OH 44512                                 | 34-10/12/2       | 501(0)(3)                     | 0,000.                   | 0.                                      |                                                                |                                        | CHOR KEHIEF                           |
| ALLIGATOR AQUATICS                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 335 S EVANSTON AVE                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| ARLINGTON HEIGHTS, IL 60004                        | 36-3254039       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| FLINT Y FALCONS<br>2150 FOX HILL DR                |                  |                               |                          |                                         |                                                                |                                        |                                       |
| GRAND BLANC, MI 48439                              | 38-1358056       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| SIMINE BILINE, MI 40409                            | 30 1330030       | 301(0)(3)                     | 0,000.                   | <u> </u>                                |                                                                |                                        | CHOD KHHIHI                           |
| OZAUKEE AQUATICS                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 2444 DOVE COURT                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| CEDARBURG, WI 53012                                | 39-1764175       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| NEW HOPE CRYSTAL PLYMOUTH SWIM                     |                  |                               |                          |                                         |                                                                |                                        |                                       |
| CLUB - PO BOX 421014 - PLYMOUTH,<br>MN 55442       | 41-1484010       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 41 1404010       | 551(5)(5)                     | 0,000.                   |                                         |                                                                |                                        | PHOD KUUTUI                           |
| AQUARACERS SWIM CLUB                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 139 HICKORY LANE                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| CLOSTER, NJ 07624                                  | 46-2425184       |                               | 6,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other                                        | Assistance to Doi | nestic Organizations          | and Domestic Go          | vernments (Sch                    | edule I (Form 990), Pa                                         | rt II.)                                | 2 1301977 Fa                          |
|---------------------------------------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government                              | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| TWINBURG COMPETITIVE AQUATICS TEAM 576 BROOKPOINTE CIR                          |                   |                               |                          |                                   |                                                                |                                        |                                       |
| NORTHFIELD, OH 44067                                                            | 46-4057599        |                               | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| SOUTH JERSEY AQUATIC CLUB 333 PRESTON AVE, STE 1 VOORHEES, NJ 08043             | 47-3425705        | 501 (C) (3)                   | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| FREEDOM AQUATICS<br>70 ARCHWOOD AVE                                             |                   |                               | ,                        |                                   |                                                                |                                        |                                       |
| PENTA SWIM CLUB 4628 STONE OAK DR                                               | 47-4871015        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| ALAMANCE COUNTY Y/BAC HURRICANES 1346 S MAIN ST.                                | 47-4919399        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| BURLINGTON, NC 27215                                                            | 56-0611575        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| ACADEMY OF TEXAS AQUATICS<br>CHAMPIONS - 7821 ACAPULCO CT -<br>IRVING, TX 75062 | 75-2741997        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| PHOENIX AQUATIC CLUB                                                            |                   |                               |                          |                                   |                                                                |                                        |                                       |
| NEW CITY, NY 10956                                                              | 81-3710751        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| SAILFISH SWIM CLUB<br>216 W. MICHIGAN AVE<br>CLINTON, MI 49236                  | 82-5145715        |                               | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |
| YMCA WESTSIDE SILVER FINS 350 N FIRST AVENUE, 2ND FLOOR                         |                   |                               |                          |                                   |                                                                |                                        |                                       |
| PHOENIX, AZ 85003                                                               | 86-0096799        | 501(C)(3)                     | 6,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Assistance to Do | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                    |
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| (a) Name and address of organization or government | (b) EIN          | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |
| SANTA CLARA SWIM CLUB                              |                  |                               |                          |                                         |                                                                |                                           |                                    |
| 2625 PATRICA DR                                    |                  |                               |                          |                                         |                                                                |                                           |                                    |
| SANTA CLARA, CA 95051                              | 94-1432138       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WEST COAST AQUATICS                                |                  |                               |                          |                                         |                                                                |                                           |                                    |
| 15622 COUNTRY CLUB DR                              |                  |                               |                          |                                         |                                                                |                                           |                                    |
| MILL CREEK, WA 98012                               | 94-2619467       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| GINDI GUINATNO GLUD                                |                  |                               |                          |                                         |                                                                |                                           |                                    |
| SUNN SWIMMING CLUB PO BOX A                        |                  |                               |                          |                                         |                                                                |                                           |                                    |
| SUNNYVALE, CA 94087                                | 95-3321019       | 501(C)(3)                     | 6,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| BONNIVIEE, CR 54007                                | 33 3321013       | 301(0)(3)                     | 0,000.                   | <u> </u>                                |                                                                |                                           | CHOD KHHIHI                        |
| SULLIVAN BLUE DOLPHINS                             |                  |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 503                                         |                  |                               |                          |                                         |                                                                |                                           |                                    |
| SULLIVAN, IL 61951                                 | 37-1321680       | 501(C)(3)                     | 5,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                  |                               | ,                        |                                         |                                                                |                                           |                                    |
| SUNRISE SWIMMING                                   |                  |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 450451                                      |                  |                               |                          |                                         |                                                                |                                           |                                    |
| SUNRISE, FL 33345                                  | 65-1136313       |                               | 5,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| E290 GUIM GLUD                                     |                  |                               |                          |                                         |                                                                |                                           |                                    |
| 5280 SWIM CLUB<br>P.O. BOX 1094                    |                  |                               |                          |                                         |                                                                |                                           |                                    |
| WESTMINSTER, CO 80036                              | 82-2343334       |                               | 5,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WESTMINSTER, CO 00030                              | 02 2343334       |                               | 3,323.                   | · ·                                     |                                                                |                                           | CHOD KEHIEF                        |
| ARIZONA AQUATIC CLUB                               |                  |                               |                          |                                         |                                                                |                                           |                                    |
| 23409 S 132ND PL                                   |                  |                               |                          |                                         |                                                                |                                           |                                    |
| CHANDLER, AZ 85249                                 | 90-0892024       | 501(C)(3)                     | 5,925.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| <u> </u>                                           |                  |                               | ,                        |                                         |                                                                |                                           |                                    |
| NORTHERN LIGHTS SWIM ASSOCIATION                   |                  |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 251                                         |                  |                               |                          |                                         |                                                                |                                           |                                    |
| MOORHEAD, MN 56561                                 | 41-1566621       | 501(C)(3)                     | 5,875.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                  |                               |                          |                                         |                                                                |                                           |                                    |
| TOWN OF TONAWANDA TITANS                           |                  |                               |                          |                                         |                                                                |                                           |                                    |
| ONE POOL PLAZA                                     | 16 12 122 :-     | E01/91/21                     |                          | _                                       |                                                                |                                           |                                    |
| TONAWANDA, NY 14223                                | 16-1348845       | DOT(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | r Assistance to Dor | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
|----------------------------------------------------|---------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government | (b) EIN             | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| VICKSBURG SWIM ASSOCIATION                         |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 820214                                      |                     |                               |                          |                                         |                                                                |                                        |                                    |
| VICKSBURG, MS 39182                                | 23-7445322          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| MISSION VIEJO NADADORES                            |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 27474 CASTA DEL SOL UNIT 2                         |                     |                               |                          |                                         |                                                                |                                        |                                    |
| MISSION VIEJO, CA 92692                            | 33-0099234          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| WESTCHESTER AQUATIC CLUB                           |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 5 WHITE BIRCH RD SO                                |                     |                               |                          |                                         |                                                                |                                        |                                    |
| POUND RIDGE, NY 10576                              | 45-3226096          |                               | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |                     |                               | ,                        |                                         |                                                                |                                        |                                    |
| DRAGON SWIM TEAM                                   |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 12802 MONROE MANOR DRIVE                           |                     |                               |                          |                                         |                                                                |                                        |                                    |
| HERNDON, VA 20171                                  | 46-1854310          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| LIVERPOOL JETS SWIM CLUB                           |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 2130                                        | 54 0455004          | 504 (5) (0)                   |                          |                                         |                                                                |                                        |                                    |
| LIVERPOOL, NY 13089                                | 51-0157901          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| SOUTH EASTERN VIRGINIA AQUATICS                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| P.O. BOX 1781                                      |                     |                               |                          |                                         |                                                                |                                        |                                    |
| YORKTOWN, VA 23692                                 | 54-1419259          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               | ,                        |                                         |                                                                |                                        |                                    |
| WIND N SEA SWIM TEAM                               |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 737 EMERALD STREET                                 |                     |                               |                          |                                         |                                                                |                                        |                                    |
| SAN DIEGO, CA 92109                                | 57-2776434          |                               | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| CONNECTICUT AQUATIC CLUB                           |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 5443 POST RD                                       | 01 2000250          |                               | F 750                    | _                                       |                                                                |                                        |                                    |
| CHARLESTOWN, RI 02813                              | 81-3888350          |                               | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| JEFFCO HURRICANES                                  |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 746396                                      |                     |                               |                          |                                         |                                                                |                                        |                                    |
| ARVADA, CO 80006                                   | 84-1371356          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Other             | r Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                       |
|------------------------------------------------------|---------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| (a) Name and address of organization or government   | <b>(b)</b> EIN      | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| SADDLEBACK EL TORO AQUATICS                          |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 3334 EAST COAST HWY #261                             |                     |                               |                          |                                         |                                                                |                                           |                                       |
| CORONA DEL MAR, CA 92625                             | 95-3068073          | 501(C)(3)                     | 5,750.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| WALTON WAVES INC                                     |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 1818 KRISTINS WAY                                    |                     |                               |                          |                                         |                                                                |                                           |                                       |
| LOGANVILLE, GA 30052                                 | 05-0542912          | 501(C)(3)                     | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| P.Q. AQUATICS CLUB                                   |                     |                               |                          |                                         |                                                                |                                           |                                       |
| P.O.BOX 720096                                       |                     |                               |                          |                                         |                                                                |                                           |                                       |
| SAN DIEGO, CA 92172                                  | 21-7969726          |                               | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| STREAMLINE AQUATICS                                  |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 3807 ANGUS PASS                                      |                     |                               |                          |                                         |                                                                |                                           |                                       |
| BULVERDE, TX 78163                                   | 26-0698535          |                               | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| BOLVERDE, IN 70103                                   | 20 0030333          |                               | 3,023.                   | ••                                      |                                                                |                                           | CHOD KHHHH                            |
| EAST GRAND RAPIDS AQUATICS                           |                     |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 6147                                          |                     |                               |                          |                                         |                                                                |                                           |                                       |
| GRAND RAPIDS, MI 49516                               | 38-3129311          | 501(C)(3)                     | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                      |                     |                               |                          |                                         |                                                                |                                           |                                       |
| SACHEM SWIM CLUB OF LONG ISLAND                      |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 200 HAWKINS AVENUE, UNIT 191<br>RONKONKOMA, NY 11779 | 46-3806787          | 501/C\/3\                     | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| RONKONKOMA, NI 11773                                 | 40-3000707          | 501(0/(3/                     | 3,023.                   | 0.                                      |                                                                |                                           | CHOR KEHIEF                           |
| MIAMI SWIMMING ACADEMY TEAM                          |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 2199 NE 180TH ST                                     |                     |                               |                          |                                         |                                                                |                                           |                                       |
| NORTH MIAMI BEACH, FL 33162                          | 47-3469120          | 501(C)(3)                     | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| ·                                                    |                     |                               |                          |                                         |                                                                |                                           |                                       |
| GREAT LAKES TRITONS                                  |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 50161 NESTING RIDGE                                  |                     |                               |                          |                                         |                                                                |                                           |                                       |
| MACOMB TOWNSHIP, MI 48044                            | 75-3235202          | 501(C)(3)                     | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| WASHINGTONIANS SWIM CLUB                             |                     |                               |                          |                                         |                                                                |                                           |                                       |
| 1135 STALLION ST                                     |                     |                               |                          |                                         |                                                                |                                           |                                       |
| RANSON, WV 25438                                     | 83-1485565          |                               | 5,625.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.) |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|--|--|--|
| (a) Name and address of organization or government | (b) EIN                                                                                                                                  | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |  |  |  |
| OAK LAWN LIGHTNING                                 |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 7954 LATROBE AVE                                   |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| BURBANK, IL 60459                                  | 83-4088951                                                                                                                               |                               | 5,625.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| ·                                                  |                                                                                                                                          |                               | ·                        |                                   |                                                                |                                        |                                    |  |  |  |
| SANDPIPERS OF NEVADA                               |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 4460 S DURANGO DR                                  |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| LAS VEGAS, NV 89147                                | 88-0151712                                                                                                                               | 501(C)(3)                     | 5,625.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |  |  |  |
|                                                    |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| COLLEGE AREA SWIM TEAM                             |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 625 S GRADE RD                                     | 02 1064056                                                                                                                               | 501/61/21                     | 5 605                    |                                   |                                                                |                                        |                                    |  |  |  |
| ALPINE, CA 91901                                   | 93-1064276                                                                                                                               | 501(C)(3)                     | 5,625.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| YMCA OF EASTERN UNION CITY                         |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 1564 IRVING ST.                                    |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| RAHWAY, NJ 07065                                   | 22-1487381                                                                                                                               | 501(C)(3)                     | 5,440.                   | 0.                                |                                                                |                                        | LEARN TO SWIM                      |  |  |  |
|                                                    | 22 140/301                                                                                                                               | 301(0)(3)                     | 3,440.                   | · ·                               |                                                                |                                        | Elimate 10 BWIM                    |  |  |  |
| GRAND RAPIDS SALVATION ARMY                        |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 2500 DIVISION AVE. S                               |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| GRAND RAPIDS, MI 49507                             | 38-1359297                                                                                                                               |                               | 5,300.                   | 0.                                |                                                                |                                        | LEARN TO SWIM                      |  |  |  |
|                                                    |                                                                                                                                          |                               | , ,                      | -                                 |                                                                |                                        |                                    |  |  |  |
| YOUNGSTOWN AREA JEWISH FEDERATION                  |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 505 GYPSY LANE                                     |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| YOUNGSTOWN, OH 44504                               | 34-0714442                                                                                                                               | 501(C)(3)                     | 5,016.                   | 0.                                |                                                                |                                        | LEARN TO SWIM                      |  |  |  |
|                                                    |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| DEKALB AQUATICS                                    |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 3783 WATERFRONT COURT                              |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| SNELLVILLE, GA 30039                               | 01-0778987                                                                                                                               | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| D                                                  |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| DELAWARE SWIM TEAM                                 |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 4905 MERMAID BLVD                                  | 01 0707071                                                                                                                               |                               |                          | _                                 |                                                                |                                        |                                    |  |  |  |
| WILMINGTON, DE 19808                               | 01-0797871                                                                                                                               |                               | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| MERRIMACK VALLEY YMCA                              |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| 360 MERRIMACK ST. STE. 270                         |                                                                                                                                          |                               |                          |                                   |                                                                |                                        |                                    |  |  |  |
| LAWRENCE, MA 01843                                 | 04-2104378                                                                                                                               | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | LEARN TO SWIM                      |  |  |  |
|                                                    |                                                                                                                                          |                               |                          |                                   | l .                                                            | 1                                      |                                    |  |  |  |

| Part II Continuation of Grants and Othe            | r Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sche                         | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
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| DYSTER RIVER OTTERS                                |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BX 105                                          |                     |                               |                          |                                         |                                                                |                                        |                                    |
| DURHAM, NH 03824                                   | 04-3686963          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| •                                                  |                     |                               | ,                        |                                         |                                                                |                                        |                                    |
| WILTON Y WAHOOS                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 404 DANBURY ROAD                                   |                     |                               |                          |                                         |                                                                |                                        |                                    |
| WILTON, CT 06897                                   | 06-0853258          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| TRITONS OF LOUISVILLE                              |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 9300 BLAIRWOOD RD                                  |                     |                               |                          |                                         |                                                                |                                        |                                    |
| LOUISVILLE, KY 40222                               | 13-4207942          |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| SCHENDECTADY SARATOGA                              |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 1380 RUFFNER ROAD                                  |                     |                               |                          |                                         |                                                                |                                        |                                    |
| NIASKAYUNA, NY 12309                               | 14-1634953          | 501 (C) (3)                   | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| MINDRIONI, NI 12303                                | 14 1034933          | 301(0)(3)                     | 3,000.                   | •••                                     |                                                                |                                        | CHOD KHHIHI                        |
| NORTHERN DUTCHESS AQUATIC CLUB                     |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 440                                         |                     |                               |                          |                                         |                                                                |                                        |                                    |
| RED HOOK, NY 12571                                 | 16-1521028          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PACK SWIM TEAM OF PITTSFORD                        |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 187                                         |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PITTSFORD, NY 15435                                | 16-1530455          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                     |                               |                          |                                         |                                                                |                                        |                                    |
| FIVE STAR SWIM CLUB                                |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 25 FIELD LN                                        | 16 1700654          | E01/G\/3\                     | F 000                    | _                                       |                                                                |                                        | CLUD DELTER                        |
| LITITZ, PA 17543                                   | 16-1702654          | DUI(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| TSUNAMI SWIM TEAM                                  |                     |                               |                          |                                         |                                                                |                                        |                                    |
| 17 E KANSAS ST                                     |                     |                               |                          |                                         |                                                                |                                        |                                    |
| LIBERTY, MO 64068                                  | 20-0800524          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| , 0.000                                            |                     |                               | 3,000.                   |                                         |                                                                |                                        |                                    |
| ALL STAR AQUATICS                                  |                     |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 61406                                       |                     |                               |                          |                                         |                                                                |                                        |                                    |
| POTOMAC, MD 20859                                  | 20-1155620          | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | Assistance to Do | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
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| (a) Name and address of organization or government | (b) EIN          | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| BARRACUDA SWIM CLUB                                |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 1 SADDLEBROOK LANE                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| JOHNSON CITY, TN 37615                             | 20-1964019       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               | ,,,,,,                   |                                         |                                                                |                                        |                                       |
| BOBCAT SWIM CLUB PARENT'S                          |                  |                               |                          |                                         |                                                                |                                        |                                       |
| ASSOCIATION - PO BOX 319 -                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SHAWNEE, OH 43782-9518                             | 20-2462594       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SIENNA PLANTATION AQUATICS                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 6140 HIGHWAY 6 STE 181                             |                  |                               |                          |                                         |                                                                |                                        |                                       |
| MISSOURI CITY, TX 77459                            | 20-3033556       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| MID-CITIES ARLINGTON SWIMMING                      |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 13849                                       |                  |                               |                          | _                                       |                                                                |                                        |                                       |
| ARLINGTON, TX 76094                                | 20-4693483       |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| RIDGEWOOD YMCA BREAKERS                            |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 112 OAK STREET                                     |                  |                               |                          |                                         |                                                                |                                        |                                       |
| RIDGEWOOD, NJ 07450                                | 22-1508752       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| RIDGEWOOD, NO 07430                                | 22 1300732       | 501(0)(5)                     | 3,000.                   | · ·                                     |                                                                |                                        | CHOR KEHIEF                           |
| BOYS & GIRLS CLUB DOLPHINS SWIM                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| TEAM - 264 21ST AVENUE - PATERSON,                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| NJ 07501                                           | 22-1726665       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| JCC BRIDGEWATER TIDE                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 775 TALAMINI ROAD                                  |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BRIDGEWATER, NJ 08807                              | 22-3681640       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| WOODLAND SWIM TEAM                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 763                                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| WOODLAND, CA 95776                                 | 23-7375087       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ME LEDANON ACUA GLUD                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| MT. LEBANON AQUA CLUB                              |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 14684                                       | 25 1640026       | E01/Q\/3\                     | 5 000                    | _                                       |                                                                |                                        |                                       |
| PITTSBURGH, PA 15228                               | 25-1640936       | DOT(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other           | er Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                |                                    |
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| (a) Name and address of organization or government | <b>(b)</b> EIN       | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| PINE RICHLAND AQUATICS                             |                      |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 15                                          |                      |                               |                          |                                         |                                                                |                                        |                                    |
| GINSONIA, PA 15044                                 | 25-1743224           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ACHAMBY GUIN MEAN                                  |                      |                               |                          |                                         |                                                                |                                        |                                    |
| AQUATEX SWIM TEAM                                  |                      |                               |                          |                                         |                                                                |                                        |                                    |
| 1103 CEDAR FALLS ST                                | 06 0566500           |                               |                          |                                         |                                                                |                                        | a                                  |
| ROUND ROCK, TX 78681                               | 26-2566782           |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| MENDOCINO COAST SEA DRAGONS                        |                      |                               |                          |                                         |                                                                |                                        |                                    |
| PO 2939                                            |                      |                               |                          |                                         |                                                                |                                        |                                    |
| FORT BRAGG, CA 95437                               | 27-0584700           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    | 27 0001700           |                               | ,,,,,,                   | •••                                     |                                                                |                                        |                                    |
| AD ASTRA AREA AQUATICS                             |                      |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 4193                                        |                      |                               |                          |                                         |                                                                |                                        |                                    |
| LAWRENCE, KS 66046                                 | 27-2500188           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |                      |                               | ,                        |                                         |                                                                |                                        |                                    |
| VOLTAGE AQUATICS TEAM                              |                      |                               |                          |                                         |                                                                |                                        |                                    |
| PO BOX 2423                                        |                      |                               |                          |                                         |                                                                |                                        |                                    |
| IDAHO FALL, ID 83403                               | 30-0629633           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| ,                                                  |                      |                               | ,                        |                                         |                                                                |                                        |                                    |
| MUNSTER SWIM CLUB                                  |                      |                               |                          |                                         |                                                                |                                        |                                    |
| 242 BRIAR LANE                                     |                      |                               |                          |                                         |                                                                |                                        |                                    |
| MUNSTER, IN 46321                                  | 31-1074248           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                    |
| CINCINNATI AQUATIC CLUB                            |                      |                               |                          |                                         |                                                                |                                        |                                    |
| 6689 BOGARTS POINTE DR                             |                      |                               |                          |                                         |                                                                |                                        |                                    |
| CINCINNATI, OH 45230                               | 31-1103474           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
|                                                    |                      |                               |                          |                                         |                                                                |                                        |                                    |
| GREATER COLUMBUS SWIM TEAM                         |                      |                               |                          |                                         |                                                                |                                        |                                    |
| 266 CLIFFVIEW DR                                   |                      |                               |                          |                                         |                                                                |                                        |                                    |
| GAHANNA, OH 43230                                  | 31-1425748           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |
| TIMMER DOOR ADVANCIAC DOLDWING                     |                      |                               |                          |                                         |                                                                |                                        |                                    |
| LITTLE ROCK ARKANSAS DOLPHINS                      |                      |                               |                          |                                         |                                                                |                                        |                                    |
| 4610 SAM PECK RD                                   | 22 0204054           |                               | F 000                    |                                         |                                                                |                                        | OLUD DELTER                        |
| LITTLE ROCK, AK 72223                              | 32-0394071           |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                        |

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| REDLANDS SWIM TEAM                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 840 E CITRUS AVE                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| REDLANDS, CA 92374                                 | 33-0150651       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| -                                                  |                  |                               | , -                      |                                         |                                                                |                                        |                                       |
| MAPLEWOOD PARK RECREATION CLUB                     |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 4386 MAPLEPARK DRIVE                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| STOW, OH 44224                                     | 34-0843890       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BOONVILLE DOLPHINS                                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| P.O. BOX 714                                       |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BOONVILLE, IN 47601                                | 35-1462865       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SUMMIT CITY AQUATICS                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 9734                                        |                  |                               |                          |                                         |                                                                |                                        |                                       |
| FORT WAYNE, IN 46899                               | 35-1910562       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| GOVERNED GEED A GLUD                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SOUTHEASTERN SWIM CLUB                             |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 327                                         | 25 1022222       | E01/G)/2)                     | F 000                    |                                         |                                                                |                                        |                                       |
| FISHERS, IN 46038                                  | 35-1933222       | DUI(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| NORTHRIDGE AREA SWIMMING                           |                  |                               |                          |                                         |                                                                |                                        |                                       |
| ASSOCIATION - 56779 NORTHRIDGE DR.                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| - MIDDLEBURY, IN 46540                             | 35-1964457       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    | 00 1301107       |                               | ,,,,,,                   | -                                       |                                                                |                                        |                                       |
| BOILERMAKER AQUATICS                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 2782                                        |                  |                               |                          |                                         |                                                                |                                        |                                       |
| WEST LAFAYETTE, IN 47996                           | 35-2042910       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ,                                                  |                  |                               | ,                        |                                         |                                                                |                                        |                                       |
| BARRINGTON SWIM CLUB                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 134 RAYMOND AVE                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| BARRINGTON, IL 60010                               | 36-4156507       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| CHICAGO PARKS DISTRICT                             |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 541 N. FAIRBANKS CT.                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| CHICAGO, IL 60611                                  | 36-6005822       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | LEARN TO SWIM                         |

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| SWIM STRONG FOUNDATION                                            |                   |                               |                          |                                   |                                                                |                                           |                                    |
| 59-15 47TH AVE                                                    |                   |                               |                          |                                   |                                                                |                                           |                                    |
| WOODSIDE, NY 11377                                                | 37-1526132        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | LEARN TO SWIM                      |
| SURGE AQUATICS                                                    |                   |                               |                          |                                   |                                                                |                                           |                                    |
| 2911 OAKLEAF DR.                                                  |                   |                               |                          |                                   |                                                                |                                           |                                    |
| SAN ANTONIO, TX 78298                                             | 38-4122587        |                               | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| AREA TALLAHASSEE AQUATIC CLUB 205 BAXTER CT                       |                   |                               |                          |                                   |                                                                |                                           |                                    |
| TALLAHASSEE, FL 32312                                             | 38-9875210        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| SOUTHWEST AQUATIC TEAM PO BOX 20738 GREENFIELD, WI 53221          | 39-1237451        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| ·                                                                 | 33 1237131        | 301(3)                        | 3,000.                   | · ·                               |                                                                |                                           | CHOP KHHILI                        |
| HASTINGS AREA SWIM TEAM 201 TUTTLE DRIVE                          |                   |                               |                          |                                   |                                                                |                                           |                                    |
| HASTINGS, MN 55033                                                | 39-1738133        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| BADGER AQUATICS CLUB 128 COUNTRY RD TV                            |                   |                               |                          |                                   |                                                                |                                           |                                    |
| WATERLOO, WI 53594                                                | 39-1968671        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| MANTAS SWIM CLUB 46994 327TH AVENUE                               |                   |                               |                          |                                   |                                                                |                                           |                                    |
| KASOTA, MN 56050                                                  | 41-1463839        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| HIGH TIDES SWIM CLUB 990 GOEBEL CIRCLE SW                         |                   |                               |                          |                                   |                                                                |                                           |                                    |
| HUTCHINSON, MN 55350                                              | 41-1844341        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |
| BLACK HAWK SWIMMING ASSOCIATION,<br>INC PO BOX 548 - CEDAR FALLS, |                   |                               |                          |                                   |                                                                |                                           |                                    |
| IA 50613                                                          | 42-1131996        | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Oth             | ner Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                | rag                                   |
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| IOWA FLYERS SWIM CLUB                              |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 309 S. MADISON STREET                              |                       |                               |                          |                                         |                                                                |                                        |                                       |
| IOWA CITY, IA 52317                                | 42-6004813            | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ,                                                  |                       |                               | , -                      |                                         |                                                                |                                        |                                       |
| FOX SWIM CLUB                                      |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 448 W SOUTH STREET                                 |                       |                               |                          |                                         |                                                                |                                        |                                       |
| FREDERICK, MD 21701                                | 43-2105707            |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                       |                               |                          |                                         |                                                                |                                        |                                       |
| MINOT SWIM CLUB                                    |                       |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 1253                                        |                       |                               |                          |                                         |                                                                |                                        |                                       |
| MINOT, ND 58702                                    | 45-0342986            | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| DEDEODMANCE ACIDANTCC                              |                       |                               |                          |                                         |                                                                |                                        |                                       |
| PERFORMANCE AQUATICS                               |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 745 SE 31ST ST                                     | 45 2716450            |                               | F 000                    | _                                       |                                                                |                                        | OLUD DELTEE                           |
| BOCA RATON, FL 33432                               | 45-2716450            |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| BLUE EAGLE SWIM TEAM                               |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 1700 SULLIVAN TRAIL #390                           |                       |                               |                          |                                         |                                                                |                                        |                                       |
| EASTON, PA 18040                                   | 45-5634814            | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| moion, in 10040                                    | 13 3031011            | 301(0)(3)                     | 3,000.                   | · ·                                     |                                                                |                                        | CHOD KHHIHI                           |
| BUFFALO CITY SWIM RACERS                           |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 651 DELAWARE AVE. STE 205                          |                       |                               |                          |                                         |                                                                |                                        |                                       |
| BUFFALO, NY 14202                                  | 46-0526467            | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | LEARN TO SWIM                         |
| ·                                                  |                       |                               | ·                        |                                         |                                                                |                                        |                                       |
| NORTHERN SIERRA SWIMMING                           |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 12034 LAKESHORE N                                  |                       |                               |                          |                                         |                                                                |                                        |                                       |
| AUBURN, CA 95602-8343                              | 46-0679340            | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                       |                               |                          |                                         |                                                                |                                        |                                       |
| STINGRAY SWIM TEAM                                 |                       |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 652                                         |                       |                               |                          |                                         |                                                                |                                        |                                       |
| MONROE, WA 98272                                   | 46-0790124            |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| DIDMINE CUIM MEAN                                  |                       |                               |                          |                                         |                                                                |                                        |                                       |
| RIPTIDE SWIM TEAM                                  |                       |                               |                          |                                         |                                                                |                                        |                                       |
| 5885 149TH ST WEST                                 | 46_0001537            | 501/C\/3\                     | E 000                    | _                                       |                                                                |                                        | רוום ספו דפפ                          |
| APPLE VALLEY, MN 55124                             | 46-0901527            | 201(C)(2)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| ATOM 1026 LEIGH AVE CHARLOTTE, NC 28205                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Part II Continuation of Grants and Other | er Assistance to Don |           | and Domestic Go          | vernments (Sch | edule I (Form 990), Pa   | rt II.) | Z 13013// F2 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------|-----------|--------------------------|----------------|--------------------------|---------|--------------|
| SE DANILL RD BROOLIN, NY 11218                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          | (b) EIN              |           | (d) Amount of cash grant | non-cash       | valuation<br>(book, FMV, |         |              |
| SE DAHILL RD SEROCKIN, NY 1218                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | BROOKLYN OTTERS                          |                      |           |                          |                |                          |         |              |
| BROOKLYN, NY 11218 46-1140484 501(c)(3) 5,000. 0. CLUB RELIEF  WHITEWATERS SWIMMING 85 LAWRENCEVILLE PENINGTON RD LAWRENCE TOWNSHIP, NJ 08648 46-3727025 5,000. 0. CLUB RELIEF  ATOM 1026 LEIGH AVE CHARLOTTE, NC 28205 46-3754679 5,000. 0. CLUB RELIEF  FULL ARMOUR SWIM TEAM 1043 GREENLAND FOREST DR MONUMENT, CO 80132 46-4025645 5,000. 0. CLUB RELIEF  PASEO AQUATICS 27464 CAREA DR 8AUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONNEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMANICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELIEN AND CLUB RELIEF  WICHITA SWIM CLUB 8323 B DOUGLAS AVE WICHITA SWIM CLUB 8323 B DOUGLAS AVE WICHITA SWIM CLUB 8323 B DOUGLAS AVE WICHITA SWIM TEAM PREPERAT AQUATIC SWIM TEAM PREPERAT AQUATIC SWIM TEAM |                                          |                      |           |                          |                |                          |         |              |
| ### S LAWRENCEVILLE PENNINGTON RD  LAWRENCE TOWNSHIP, NJ 08648  46-3727025  5,000.  0.  CLUB RELIEF  ***TOM**  1026 LEIGH AVE  ###################################                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                          | 46-1140484           | 501(C)(3) | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| 85 LAWRENCEVILLE PENNINGTON RD LAWRENCE TOWNSHIP, NJ 08648                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | WHITEWATERS SWIMMING                     |                      |           |                          |                |                          |         |              |
| LAWRENCE TOWNSHIP, NJ 08648 46-3727025 5,000. 0. CLUB RELIEF  ATOM  1026 LEIGH AVE CHARLOTTE, NC 28205 46-3754679 5,000. 0. CLUB RELIEF  FULL ARMOUR SWIM TEAM 1043 GREENLAND FOREST DR MONUMENT, CO 80132 46-4025645 5,000. 0. CLUB RELIEF  PASEO AQUATICS 27464 GARZA DR SAUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD \$1 JAMAICA FLAIN, NA 02130 47-4492225 5,000. 0. CLUB RELIEF  MICHITA SWIM CLUB 8122 E DOUGLAS AVE WICHITA SWIM CLUB 8122 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                |                                          |                      |           |                          |                |                          |         |              |
| 1026 LEIGH AVE CHARLOTTE, NC 28205  46-3754679  5,000.  0.  CLUB RELIEF  FULL ARMOUR SWIM TEAM 1043 GREENLAND FOREST DR MONUMENT, CO 80132  46-4025645  5,000.  0.  CLUB RELIEF                                      |                                          | 46-3727025           |           | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| 1026 LEIGH AVE CHARLOTTE, NC 28205  46-3754679  5,000.  0.  CLUB RELIEF  FULL ARMOUR SWIM TEAM 1043 GREENLAND FOREST DR MONUMENT, CO 80132  46-4025645  5,000.  0.  CLUB RELIEF  COMMONWEALTH SWIMMING TO PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130  47-4492225  5,000.  0.  CLUB RELIEF                                                                                     | ATOM                                     |                      |           |                          |                |                          |         |              |
| CHARLOTTE, NC 28205 46-3754679 5,000. 0. CLUB RELIEF  FULL ARMOUR SWIM TEAM 1043 GREENLAND FORST DR MONUMENT, CO 80132 46-4025645 5,000. 0. CLUB RELIEF  PASEO AQUATICS 27464 GARZA DR SAUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM FO BOX 572                                                                                                                                                                                                                |                                          |                      |           |                          |                |                          |         |              |
| 1043 GREENLAND FOREST DR MONUMENT, CO 80132  46-4025645  5,000.  0.  CLUB RELIEF  PASEO AQUATICS 27464 GARZA DR SAUGUS, CA 91350  47-2207220  5,000.  0.  CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMAICA PLAIN, MA 02130  47-4492225  5,000.  0.  CLUB RELIEF                                                                                                                                                                                                                                                            |                                          | 46-3754679           |           | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| 1043 GREENLAND FOREST DR MONUMENT, CO 80132  46-4025645  5,000.  0.  CLUB RELIEF  PASEO AQUATICS 27464 GARZA DR SAUGUS, CA 91350  47-2207220  5,000.  0.  CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMAICA PLAIN, MA 02130  47-4492225  5,000.  0.  CLUB RELIEF  CLUB RELIEF  CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207  48-0914712 501(C)(3)  5,000.  0.  CLUB RELIEF  CLUB RELIEF  CLUB RELIEF  CLUB RELIEF  CLUB RELIEF                                                                                                                                                                                                                                                                                                                              |                                          |                      |           |                          |                |                          |         |              |
| MONUMENT, CO 80132 46-4025645 5,000. 0. CLUB RELIEF  PASEO AQUATICS 27464 GARZA DR SAUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                    |                                          |                      |           |                          |                |                          |         |              |
| PASEO AQUATICS 27464 GARZA DR 5AUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1 JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                         |                                          |                      |           |                          | _              |                          |         |              |
| 27464 GARZA DR SAUGUS, CA 91350  47-2207220  5,000.  0.  CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130  47-4492225  5,000.  0.  CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515  47-6000043 501(C)(3)  5,000.  0.  CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207  48-0914712 501(C)(3)  5,000.  0.  CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                       | MONUMENT, CO 80132                       | 46-4025645           |           | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| SAUGUS, CA 91350 47-2207220 5,000. 0. CLUB RELIEF  COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                      | PASEO AQUATICS                           |                      |           |                          |                |                          |         |              |
| COMMONWEALTH SWIMMING 75 PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 27464 GARZA DR                           |                      |           |                          |                |                          |         |              |
| 75 PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SAUGUS, CA 91350                         | 47-2207220           |           | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| 75 PETER PARLEY ROAD #1  JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | COMMONWEALTH SWIMMING                    |                      |           |                          |                |                          |         |              |
| JAMAICA PLAIN, MA 02130 47-4492225 5,000. 0. CLUB RELIEF  PACESETTERS 1900 N DOWNING ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                          |                      |           |                          |                |                          |         |              |
| 1900 N DOWNING ANGELTON, TX 77515  47-6000043 501(C)(3)  5,000.  0.  CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207  48-0914712 501(C)(3)  5,000.  0.  CLUB RELIEF  PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          | 47-4492225           |           | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| 1900 N DOWNING ANGELTON, TX 77515  47-6000043 501(C)(3)  5,000.  0.  CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207  48-0914712 501(C)(3)  5,000.  0.  CLUB RELIEF  PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          |                      |           |                          |                |                          |         |              |
| ANGELTON, TX 77515 47-6000043 501(C)(3) 5,000. 0. CLUB RELIEF  WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                          |                      |           |                          |                |                          |         |              |
| WICHITA SWIM CLUB 8323 E DOUGLAS AVE WICHITA, KS 67207                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                          | 45 6000040           |           |                          |                |                          |         |              |
| 8323 E DOUGLAS AVE WICHITA, KS 67207                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ANGELTON, TX 77515                       | 47-6000043           | 501(C)(3) | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| WICHITA, KS 67207 48-0914712 501(C)(3) 5,000. 0. CLUB RELIEF  FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | WICHITA SWIM CLUB                        |                      |           |                          |                |                          |         |              |
| FREEPORT AQUATIC SWIM TEAM PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 8323 E DOUGLAS AVE                       |                      |           |                          |                |                          |         |              |
| PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | WICHITA, KS 67207                        | 48-0914712           | 501(C)(3) | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |
| PO BOX 572                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | EDEEDODU VOIIVALC GMIM AESW              |                      |           |                          |                |                          |         |              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                          |                      |           |                          |                |                          |         |              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | FREEPORT, IL 61032                       | 51-0149309           | 501(C)(3) | 5,000.                   | 0.             |                          |         | CLUB RELIEF  |

| Part II Continuation of Grants and Othe            | r Assistance to Do | mestic Organizations          | and Domestic Go                          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                    |
|----------------------------------------------------|--------------------|-------------------------------|------------------------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------|
| (a) Name and address of organization or government | (b) EIN            | (c) IRC section if applicable | (d) Amount of cash grant                 | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |
| MONTEREY BAY SWIM CLUB                             |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| P.O. BOX 3426                                      |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| CARMEL, CA 93921                                   | 51-0155434         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    | 01 0100101         |                               | ,,,,,,                                   | •                                       |                                                                |                                           |                                    |
| ELMBROOK SWIM CLUB                                 |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| PO BOX 323                                         |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| BROOKFIELD, WI 53008                               | 51-0180533         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| YCM SWIM TEAM                                      |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| 303 WEST CHESAPEAK AVE                             |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| BALTIMORE, MD 21204                                | 52-0591699         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| MONOCACY AQUATIC CLUB                              |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| P.O. BOX 1682                                      |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| FREDERICK, MD 21702                                | 52-1103467         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| FREDERICK AREA SWIM TEAM                           |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| PO BOX 3673                                        |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| FREDERICK, MD 21705                                | 52-1798094         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| ROANOKE VALLEY SWIMMING                            |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| INCORPORATED - 2721 BRAMBLETON                     |                    |                               |                                          |                                         |                                                                |                                           |                                    |
|                                                    | 54-1433280         | 501/01/31                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| AVE. SW - ROANOKE, VA 24015                        | 34-1433280         | 501(C)(3)                     | 3,000.                                   | 0.                                      |                                                                |                                           | CLOB KELIEF                        |
| OCCOQUAN SWIMMING                                  |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| 12291 CHARLES LACEY DRIVE                          |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| MANASSAS, VA 20112                                 | 54-1463343         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                    |                    |                               | ,,,,,,                                   | •                                       |                                                                |                                           |                                    |
| POTOMAC MARLINS                                    |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| P.O. BOX 150025                                    |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| ALEXANDRIA, VA 22315                               | 54-1687759         |                               | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| ,                                                  |                    |                               | 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1 |                                         |                                                                |                                           |                                    |
| SNOW SWIMMING                                      |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| 22483 VERDE GATE TERRACE                           |                    |                               |                                          |                                         |                                                                |                                           |                                    |
| ASHBURN, VA 20148                                  | 54-1904493         | 501(C)(3)                     | 5,000.                                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | Assistance to Do | mestic Organizations          | and Domestic Go          | overnments (Sch                         | edule I (Form 990), Pa                                         | rt II.)                                |                                       |
|----------------------------------------------------|------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN   | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| MACHINE AQUATICS                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 204 MILL ST NE                                     |                  |                               |                          |                                         |                                                                |                                        |                                       |
| VIENNA, VA 22180                                   | 54-2033536       |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| CLUB MOUNTAINEER AQUATICS                          |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 218 POPLAR DR                                      |                  |                               |                          |                                         |                                                                |                                        |                                       |
| MORGANTOWN, WV 26505                               | 55-0566280       |                               | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| SEBASTOPOL SEA SERPENTS                            |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 2517                                        |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SEBASTOPOL, CA 95473                               | 55-0815492       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| YMCA OF NWNC RIPTYDE                               |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 775 WEST END BLVD                                  |                  |                               |                          |                                         |                                                                |                                        |                                       |
| WINSTON SALEM, NC 27101                            | 56-0530015       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
|                                                    |                  |                               |                          |                                         |                                                                |                                        |                                       |
| RMY RACERS                                         |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 4063 ROCKY MOUNT, NC 27803                  | 56-0543251       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ROCKI MOUNI, NC 27003                              | 30-0343231       | 501(0)(3)                     | 3,000.                   | <u> </u>                                |                                                                |                                        | CHOR KEHIEF                           |
| FLASHES AQUATICS                                   |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 39010                                       |                  |                               |                          |                                         |                                                                |                                        |                                       |
| INDIANAPOLIS, IN 46239                             | 56-2452897       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| MAKOS AQUATICS CLUB OF GAINESVILLE                 |                  |                               |                          |                                         |                                                                |                                        |                                       |
| PO BOX 357194                                      |                  |                               |                          |                                         |                                                                |                                        |                                       |
| GAINESVILLE, FL 32635                              | 56-2543723       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| •                                                  |                  |                               | ,                        |                                         |                                                                |                                        |                                       |
| RIPTIDE SWIM TEAM                                  |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 100 YMCA LANE                                      |                  |                               |                          |                                         |                                                                |                                        |                                       |
| NEW BERN, NC 28560                                 | 58-1402035       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |
| ROWAN AQUATIC CLUB YMCA                            |                  |                               |                          |                                         |                                                                |                                        |                                       |
| 828 JAKE ALEXANDER BLVD W                          |                  |                               |                          |                                         |                                                                |                                        |                                       |
| SALISBURY, NC 28147                                | 58-1574620       | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                        | CLUB RELIEF                           |

| Part II Continuation of Grants and Other                    | Assistance to Dor | nestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         | rt II.)                                   |                                    |
|-------------------------------------------------------------|-------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------|
| (a) Name and address of organization or government          | (b) EIN           | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |
| STINGRAYS                                                   |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 803 SAVONA WAY                                              |                   |                               |                          |                                         |                                                                |                                           |                                    |
| WOODSTOCK, GA 30189                                         | 58-1856147        |                               | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| FLORIDA ELITE SWIMMING                                      |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 18865 STATE RD. 54 # 186                                    |                   |                               |                          |                                         |                                                                |                                           |                                    |
| LUTZ, FL 33558                                              | 59-3268040        | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WEST BEND SWIM CLUB                                         |                   |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 394                                                  |                   |                               |                          |                                         |                                                                |                                           |                                    |
| WEST BEND, WI 53095                                         | 61-1607537        | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| HEBT BEND, WI 33033                                         | 01 100,33,        | 301(0)(3)                     | 3,000.                   | ••                                      |                                                                |                                           | CHOD KHHIHI                        |
| GULF COAST SWIM TEAM                                        |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 20560 ROOKERY DR                                            |                   |                               |                          |                                         |                                                                |                                           |                                    |
| ESTERO, FL 33928                                            | 65-0506364        | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
|                                                             |                   |                               |                          |                                         |                                                                |                                           |                                    |
| ROCKLIN SWIM TEAM MAVERICKS                                 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 2351 SUNSET BLVD                                            |                   |                               |                          |                                         |                                                                |                                           |                                    |
| ROCKLIN, CA 95765                                           | 68-0341157        | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WAGA OF MEMBO NEW ODI FANG                                  |                   |                               |                          |                                         |                                                                |                                           |                                    |
| YMCA OF METRO NEW ORLEANS 320 METAIRIE HAMMOND HWY. STE 321 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| METAIRIE, LA 70005                                          | 72-0423890        | 501 (C) (3)                   | 5,000.                   | 0.                                      |                                                                |                                           | LEARN TO SWIM                      |
| minimin, in 70005                                           | 72 0423030        | 301(0)(3)                     | 3,000.                   | · ·                                     |                                                                |                                           | DIMIN TO SWITE                     |
| CRAWFISH AQUATICS                                           |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 10522 SOUTH GLENSTONE PLACE                                 |                   |                               |                          |                                         |                                                                |                                           |                                    |
| BATON ROUGE, LA 70810                                       | 72-1431640        |                               | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| ,                                                           |                   |                               | ,                        |                                         |                                                                |                                           |                                    |
| AMERICAN ENERGY SWIM CLUB                                   |                   |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 20338                                                |                   |                               |                          |                                         |                                                                |                                           |                                    |
| OKLAHOMA CITY, OK 73156                                     | 73-0781294        | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| an mana mana                                                |                   |                               |                          |                                         |                                                                |                                           |                                    |
| SAN ANTONIO NADADORES                                       |                   |                               |                          |                                         |                                                                |                                           |                                    |
| 103 BROKEN BOUGH LANE                                       | 74 2200404        | E01/G\/3\                     | E 000                    | _                                       |                                                                |                                           | CITE DELTEE                        |
| SAN ANTONIO, TX 78231                                       | 74-2288494        | DOT(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           |                | mestic Organizations          | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         |                                           |                                       |
|----------------------------------------------------|----------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|---------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance |
| TEAM SOPRIS                                        |                |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 1851                                        |                |                               |                          |                                         |                                                                |                                           |                                       |
| GLENWOOD SPRINGS, CO 81602                         | 74-2480401     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| LAKE MONSTERS                                      |                |                               |                          |                                         |                                                                |                                           |                                       |
| 309 RIDGEWAY DR.                                   |                |                               |                          |                                         |                                                                |                                           |                                       |
| POLSON, MT 59860                                   | 74-2956867     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| BROWNSVILLE AQUATICS SWIM CLUB                     |                |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 5972                                        | 74 3006005     | E01/Q\/2\                     | F 000                    | 0                                       |                                                                |                                           | CLUD DELTEE                           |
| BROWNSVILLE, TX 78523                              | 74-3006005     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| LAKESIDE AQUATIC CLUB                              |                |                               |                          |                                         |                                                                |                                           |                                       |
| P.O. BOX 270189                                    |                |                               |                          |                                         |                                                                |                                           |                                       |
| FLOWER MOUND, TX 75027                             | 75-1835239     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| SANTA MARIA SWIM CLUB                              |                |                               |                          |                                         |                                                                |                                           |                                       |
| PO BOX 44                                          |                |                               |                          |                                         |                                                                |                                           |                                       |
| SANTA MARIA, CA 93456                              | 77-0044320     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| MEMDO AOJAMITES                                    |                |                               |                          |                                         |                                                                |                                           |                                       |
| METRO AQUATICS<br>6817 27TH ST W                   |                |                               |                          |                                         |                                                                |                                           |                                       |
| TACOMA, WA 98466                                   | 80-0869493     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
|                                                    |                |                               |                          |                                         |                                                                |                                           |                                       |
| CRIMSON AQUATICS BOSTON INC                        |                |                               |                          |                                         |                                                                |                                           |                                       |
| 573 HILL ST                                        | 81-0939853     | E01/Q\/2\                     | F 000                    | 0.                                      |                                                                |                                           | OLID DELTEE                           |
| HAMDEN, CT 06514                                   | 81-0939833     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| EAST                                               |                |                               |                          |                                         |                                                                |                                           |                                       |
| 300 GLEED AVE                                      |                |                               |                          |                                         |                                                                |                                           |                                       |
| EAST AURORA, NY 14052                              | 81-3395746     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |
| CSI SWIM                                           |                |                               |                          |                                         |                                                                |                                           |                                       |
| 1 EAGLE VALLEY COURT                               |                |                               |                          |                                         |                                                                |                                           |                                       |
| BROADVIEW HEIGHTS, OH 44147                        | 81-3562200     | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                           |

| Part II Continuation of Grants and Other                                        |            | mestic Organizations          | and Domestic Co          | vernments (Sch                    | edule I (Form 990) Pa                                          |                                        | Z-1301911 Pag                      |
|---------------------------------------------------------------------------------|------------|-------------------------------|--------------------------|-----------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|
| (a) Name and address of organization or government                              | (b) EIN    | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |
| EASTERN IOWA SWIM FEDERATION<br>PO BOX 8014                                     |            |                               |                          |                                   |                                                                |                                        |                                    |
| CEDAR RAPIDS, IA 52408                                                          | 81-3745368 |                               | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| DART SACRAMENTO PO BOX 601034 SACRAMENTO, CA 95860                              | 81-3819310 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| ONEIDA DOLPHINS P.O. BOX 192 ONEIDA, NY 13421                                   | 82-2513124 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| PREMIER AQUATICS OF CENTRAL KENTUCKY - 728 LONGWOOD RD - LEXINGTON, KY 40503    | 82-5431451 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| NORTHERN LIGHTS SWIM CLUB<br>16349 SEVILLE PARK CIRCLE<br>ANCHORAGE, AK 99516   | 83-0343538 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| PUEBLO SWIM CLUB<br>P.O. BOX 8474<br>PUEBLO, CO 81008                           | 84-0714400 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| FALFINS SWIMMING<br>3472 RESEARCH PARKWAY STE 104<br>COLORADO SPRINGS, CO 80920 | 84-1512935 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| SPARKS PIRANHAS<br>P.O. BOX 51164<br>SPARKS, NV 89434                           | 88-0122010 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |
| CASCADE SWIM CLUB P.O. BOX 77043 SEATTLE, WA 98177                              | 91-0853560 | 501(C)(3)                     | 5,000.                   | 0.                                |                                                                |                                        | CLUB RELIEF                        |

| Part II Continuation of Grants and Other           | er Assistance to Dor |                               | and Domestic Go          | vernments (Sch                          | edule I (Form 990), Pa                                         |                                           | Z 13013//                          |
|----------------------------------------------------|----------------------|-------------------------------|--------------------------|-----------------------------------------|----------------------------------------------------------------|-------------------------------------------|------------------------------------|
| (a) Name and address of organization or government | <b>(b)</b> EIN       | (c) IRC section if applicable | (d) Amount of cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant or assistance |
| VASHON SEALS SWIM TEAM                             |                      |                               |                          |                                         |                                                                |                                           |                                    |
| 20720 WESTSIDE HWY SW                              |                      |                               |                          |                                         |                                                                |                                           |                                    |
| VASHON, WA 98070                                   | 91-1254688           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| BELLINGHAM BAY SWIM TEAM                           |                      |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 5821                                        |                      |                               |                          |                                         |                                                                |                                           |                                    |
| BELLINGHAM, WA 98225                               | 91-1704075           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| WILLAMALANE SWIM CLUB                              |                      |                               |                          |                                         |                                                                |                                           |                                    |
| РО ВОХ 633                                         |                      |                               |                          |                                         |                                                                |                                           |                                    |
| SPRINGFIELD, OR 97477                              | 93-0909097           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| TIGARD TUALATIN SWIM CLUB                          |                      |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 23126                                       |                      |                               |                          |                                         |                                                                |                                           |                                    |
| TIGARD, OR 97281                                   | 93-1118869           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| HUMBOLDT SWIM CLUB                                 |                      |                               |                          |                                         |                                                                |                                           |                                    |
| P.O. BOX 101                                       |                      |                               |                          |                                         |                                                                |                                           |                                    |
| BAYSIDE, CA 95524                                  | 94-2331987           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| CAROLINA AQUATICS SWIM CLUB                        |                      |                               |                          |                                         |                                                                |                                           |                                    |
| 117 HARPER PARK RD                                 |                      |                               |                          |                                         |                                                                |                                           |                                    |
| IRMO, SC 29063                                     | 20-8367622           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| FLYING FISH ARIZONA SWIM TEAM                      |                      |                               |                          |                                         |                                                                |                                           |                                    |
| PO BOX 68486                                       |                      |                               |                          |                                         |                                                                |                                           |                                    |
| ORO VALLEY, AZ 85737                               | 26-3497648           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| LAWRENCE COUNTY AQUATICS                           |                      |                               |                          |                                         |                                                                |                                           |                                    |
| L901 W 31ST STREET #4575                           |                      |                               |                          |                                         |                                                                |                                           |                                    |
| LAWRENCE, KS 66046                                 | 48-0974226           | 501(C)(4)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |
| MAKO SWIM TEAM PROGRAM                             |                      |                               |                          |                                         |                                                                |                                           |                                    |
| 246 FEDERAL ROAD, UNIT B21                         |                      |                               |                          |                                         |                                                                |                                           |                                    |
| BROOKFIELD, CT 06804                               | 06-6051610           | 501(C)(3)                     | 5,000.                   | 0.                                      |                                                                |                                           | CLUB RELIEF                        |

| Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.) |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------|-----------------------------|-----------------------------------------|----------------------------------------------------------------|----------------------------------------|------------------------------------|--|--|--|
| (a) Name and address of organization or government                                                                                       | (b) EIN    | (c) IRC section if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>non-cash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant or assistance |  |  |  |
| NASA WILDCAT AQUATICS<br>2311 CAMPUS DR<br>EVANSTON, IL 60208                                                                            | 46-3549796 | 501(C)(3)                     | 5,000.                      | 0.                                      |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| SALUKI SWIM CLUB<br>PO BOX 3293<br>CARBONDALE, IL 62902                                                                                  | 37-1319693 | 501(C)(3)                     | 5,000.                      | 0.                                      |                                                                |                                        | CLUB RELIEF                        |  |  |  |
| WEST ALLEGHENY AQUA CLUB<br>PO BOX 738<br>IMPERIAL, PA 15126                                                                             | 23-7350502 | 501(C)(7)                     | 5,000.                      | 0.                                      |                                                                |                                        | CLUB RELIEF                        |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |
|                                                                                                                                          |            |                               |                             |                                         |                                                                |                                        |                                    |  |  |  |

| (a) Type of grant or assistance                               | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-<br>cash assistance | <b>(e)</b> Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------------------------------------|--------------------------|--------------------------|---------------------------------------|--------------------------------------------------------------|---------------------------------------|
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
| Part IV Supplemental Information. Provide the information req | uired in Part I, lin     | e 2; Part III, column    | n (b); and any other ac               | Iditional information.                                       |                                       |
| PART I, LINE 2:                                               |                          |                          |                                       |                                                              |                                       |
| DEPENDENT UPON THE GRANT PROGRAM TI                           | HE FOUNDA                | TION REQU                | IRES FROM T                           | HE GRANTEES                                                  |                                       |
| AN APPLICATION THAT INCLUDES DETERN                           | MT A NITT ON             | FOR USE OF               | FIINDS HDF                            | RONT AND/OR                                                  |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
| TO PROVIDE A FINAL REPORT DEMONSTRA                           | ATING HOW                | THE GRAN'.               | r Funds wer                           | E SPENT.                                                     |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |
|                                                               |                          |                          |                                       |                                                              |                                       |

## SCHEDULE J (Form 990)

Department of the Treasury

Internal Revenue Service

**Compensation Information** 

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

► Attach to Form 990.

So to www.irs.gov/Form990 for instructions and the latest information.

2020

OMB No. 1545-0047

Open to Public Inspection

Name of the organization

USA SWIMMING FOUNDATION, INC.

Employer identification number 72-1581977

| Pa | art I Questions Regarding Compensation                                                                                 |    |     |    |
|----|------------------------------------------------------------------------------------------------------------------------|----|-----|----|
|    |                                                                                                                        |    | Yes | No |
| 1a | Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, |    |     |    |
|    | Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.             |    |     | l  |
|    | First-class or charter travel Housing allowance or residence for personal use                                          |    |     |    |
|    | Travel for companions Payments for business use of personal residence                                                  |    |     | l  |
|    | Tax indemnification and gross-up payments  Health or social club dues or initiation fees                               |    |     | l  |
|    | Discretionary spending account  Personal services (such as maid, chauffeur, chef)                                      |    |     |    |
|    |                                                                                                                        |    |     |    |
| b  | If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or          |    |     |    |
|    | reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain               | 1b |     |    |
| 2  | Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors,       |    |     |    |
|    | trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?                  | 2  |     |    |
|    |                                                                                                                        |    |     |    |
| 3  | Indicate which, if any, of the following the organization used to establish the compensation of the organization's     |    |     |    |
|    | CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to     |    |     |    |
|    | establish compensation of the CEO/Executive Director, but explain in Part III.                                         |    |     |    |
|    | Compensation committee Written employment contract                                                                     |    |     |    |
|    | Independent compensation consultant Compensation survey or study                                                       |    |     |    |
|    | Form 990 of other organizations  X Approval by the board or compensation committee                                     |    |     |    |
|    |                                                                                                                        |    |     | l  |
| 4  | During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing           |    |     |    |
|    | organization or a related organization:                                                                                |    |     |    |
| а  | Receive a severance payment or change-of-control payment?                                                              | 4a |     | X  |
| b  | Participate in or receive payment from a supplemental nonqualified retirement plan?                                    | 4b |     | X  |
| С  | Participate in or receive payment from an equity-based compensation arrangement?                                       | 4c |     | Х  |
|    | If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.          |    |     | l  |
|    |                                                                                                                        |    |     |    |
|    | Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.                               |    |     |    |
| 5  | For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation      |    |     |    |
|    | contingent on the revenues of:                                                                                         |    |     |    |
| а  | The organization?                                                                                                      | 5a |     | X  |
| b  | Any related organization?                                                                                              | 5b |     | Х  |
|    | If "Yes" on line 5a or 5b, describe in Part III.                                                                       |    |     |    |
| 6  | For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation      |    |     |    |
|    | contingent on the net earnings of:                                                                                     |    |     |    |
| а  | The organization?                                                                                                      | 6a |     | X  |
| b  | Any related organization?                                                                                              | 6b |     | Х  |
|    | If "Yes" on line 6a or 6b, describe in Part III.                                                                       |    |     |    |
| 7  | For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments       |    |     |    |
|    | not described on lines 5 and 6? If "Yes," describe in Part III                                                         | 7  | Х   |    |
| 8  | Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the        |    |     |    |
|    | initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III            | 8  |     | X  |
| 9  | If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in                 |    |     |    |
|    | Regulations section 53.4958-6(c)?                                                                                      | 9  |     | i  |

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2020

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

|                              | (B) Breakdown of         | W-2 and/or 1099-MI                  | SC compensation                     | (C) Retirement and other deferred | (D) Nontaxable benefits | (E) Total of columns<br>(B)(i)-(D) | (F) Compensation in column (B)            |
|------------------------------|--------------------------|-------------------------------------|-------------------------------------|-----------------------------------|-------------------------|------------------------------------|-------------------------------------------|
| (A) Name and Title           | (i) Base<br>compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | compensation                      | benents                 | (5)(1)(0)                          | reported as deferred<br>on prior Form 990 |
| (1) TIM HINCHEY (i)          | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| CHIEF EXECUTIVE OFFICER (ii) | 633,361.                 | 0.                                  | 9,346.                              | 28,500.                           | 34,990.                 | 706,197.                           | 0.                                        |
| (2) ERIC SKUFCA (i)          | 0.                       | 0.                                  | 0.                                  | 0.                                | 0.                      | 0.                                 | 0.                                        |
| CHIEF FINANCIAL OFFICER (ii) | 209,416.                 | 0.                                  | 0.                                  | 6,494.                            | 31,807.                 | 247,717.                           | 0.                                        |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
|                              |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)<br>(ii)                  |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)<br>(ii)                  |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (i)                          |                          |                                     |                                     |                                   |                         |                                    |                                           |
| (ii)                         |                          |                                     |                                     |                                   |                         |                                    |                                           |

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 3:

THE HUMAN RESOURCE DEPARTMENT REVIEWS SALARY SURVEYS AND DATA FROM OTHER

NATIONAL GOVERNING BODIES TO SET AND ADJUST COMPENSATION FOR OFFICERS AND

OTHER KEY EMPLOYEES.

PART I, LINE 7:

PERFORMANCE BASED COMPENSATION IS PAID TO KEY EMPLOYEES PURSUANT TO THE

EMPLOYMENT PRACTICES OF THE FOUNDATION. THIS COMPENSATION IS NOT BASED ON

PERFORMANCE OF THE FOUNDATION, BUT INSTEAD IS BASED ON INDIVIDUAL

PERFORMANCE OF EACH EMPLOYEE.

PART I LINES 1 - 3, PART II

USA SWIMMING, A RELATED ORGANIZATION PAYS THE COMPENSATION FOR THE

CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER AND THEIR SERVICES

TO THE FOUNDATION ARE ENCOMPASSED BY THE MANAGEMENT FEE PAID TO USA

SWIMMING. LINES 1 - 3 ARE NOT COMPLETED FOR COMPENSATION PRACTICES OF

A RELATED ORGANIZATION. THE FOUNDATION, HOWEVER, REPORTS COMPENSATION

ON SCHEDULE J AS REQUIRED.

| Part III Supplemental Information                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information. |
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|                                                                                                                                                                                                            |

# **SCHEDULE M** (Form 990)

**Noncash Contributions** 

OMB No. 1545-0047

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Name of the organization

▶ Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.

Attach to Form 990.

► Go to www.irs.gov/Form990 for instructions and the latest information.

USA SWIMMING FOUNDATION, INC. Employer identification number 72-1581977

| Par        | TI Types of Property                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                            |                                             |                  |         |        |    |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------|---------------------------------------------|------------------|---------|--------|----|
|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | (a)           | (b)                        | (c)                                         | (d)              |         |        |    |
|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Check if      | Number of contributions or | Noncash contribution<br>amounts reported on | Method of de     |         | _      | _  |
|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | applicable    |                            | Form 990, Part VIII, line 1g                | noncash contribu | tion an | nounts | 3  |
| 1          | Art - Works of art                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |               |                            |                                             |                  |         |        |    |
| 2          | Art - Historical treasures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |                            |                                             |                  |         |        |    |
| 3          | Art - Fractional interests                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |                            |                                             |                  |         |        |    |
| 4          | Books and publications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |               |                            |                                             |                  |         |        |    |
| 5          | Clothing and household goods                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               |                            |                                             |                  |         |        |    |
| 6          | Cars and other vehicles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               |                            |                                             |                  |         |        |    |
| 7          | Boats and planes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |               |                            |                                             |                  |         |        |    |
| 8          | Intellectual property                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |                            |                                             |                  |         |        |    |
| 9          | Securities - Publicly traded                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               |                            |                                             |                  |         |        |    |
| 10         | Securities - Closely held stock                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |                            |                                             |                  |         |        |    |
| 11         | Securities - Partnership, LLC, or                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |               |                            |                                             |                  |         |        |    |
|            | trust interests                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |                            |                                             |                  |         |        |    |
| 12         | Securities - Miscellaneous                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |                            |                                             |                  |         |        |    |
| 13         | Qualified conservation contribution -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |               |                            |                                             |                  |         |        |    |
|            | Historic structures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               |                            |                                             |                  |         |        |    |
| 14         | Qualified conservation contribution - Other                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |               |                            |                                             |                  |         |        |    |
| 15         | Real estate - Residential                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |               |                            |                                             |                  |         |        |    |
| 16         | Real estate - Commercial                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                            |                                             |                  |         |        |    |
| 17         | Real estate - Other                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |               |                            |                                             |                  |         |        |    |
| 18         | Collectibles                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |               |                            |                                             |                  |         |        |    |
| 19         | Food inventory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |                            |                                             |                  |         |        |    |
| 20         | Drugs and medical supplies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |               |                            |                                             |                  |         |        |    |
| 21         | Taxidermy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |               |                            |                                             |                  |         |        |    |
| 22         | Historical artifacts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                            |                                             |                  |         |        |    |
| 23         | Scientific specimens                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                            |                                             |                  |         |        |    |
| 24         | Archeological artifacts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |               | 0.4                        | 68 152                                      |                  | ~==     |        |    |
| 25         | Other (VARIOUS ITEMS)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | X             | 84                         | 6/,153.                                     | VALUE AT AU      | CTIC    | N      |    |
| 26         | Other ()                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                            |                                             |                  |         |        |    |
| 27         | Other ()                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |               |                            |                                             |                  |         |        |    |
| <u> 28</u> | Other ( )                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | . 4           |                            |                                             |                  |         |        | —  |
| 29         | Number of Forms 8283 received by the organization appropriate the appropriate and appropriate |               |                            |                                             |                  |         |        |    |
|            | for which the organization completed Form 828                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3, Part V, D  | onee Acknowleag            | ement <b>29</b>                             |                  | Τ       | Vaa    |    |
| 200        | During the year did the organization receive by                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | contributio   | n any proporty ron         | orted in Dort Libon 1 throu                 | ab 20 that it    |         | Yes    | No |
| oua        | During the year, did the organization receive by<br>must hold for at least three years from the date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                            |                                             |                  |         |        |    |
|            | exempt purposes for the entire holding period?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |                            |                                             |                  | 30a     |        | Х  |
| h          | If "Yes," describe the arrangement in Part II.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |                            |                                             |                  | JJa     |        |    |
| 31         | Does the organization have a gift acceptance po                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | olicv that re | guires the review a        | of any nonstandard contribu                 | tions?           | 31      |        | Х  |
|            | Does the organization hire or use third parties o                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | •             | •                          | •                                           |                  |         |        |    |
|            | contributions?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               | 5                          | , ,                                         |                  | 32a     |        | Х  |
| b          | If "Yes," describe in Part II.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |               |                            |                                             |                  |         |        |    |
| 33         | If the organization didn't report an amount in co                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | olumn (c) for | a type of property         | for which column (a) is che                 | cked,            |         |        |    |
|            | describe in Part II.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |               |                            |                                             | ·<br>            |         |        |    |
|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |               |                            |                                             |                  |         |        |    |

### **SCHEDULE O**

Internal Revenue Service

(Form 990 or 990-EZ)
Department of the Treasury

# Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or 990-EZ.

► Go to www.irs.gov/Form990 for the latest information.

2020
Open to Public Inspection

OMB No. 1545-0047

Name of the organization

USA SWIMMING FOUNDATION, INC.

Employer identification number 72-1581977

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION: THE ORGANIZATION'S MISSION IS TO RAISE FUNDS TO SAVE LIVES AND BUILD CHAMPIONS - IN THE POOL AND IN LIFE. FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION: LEARN-TO-SWIM THROUGH OUR MAKE A SPLASH INITIATIVE, OR PROVIDING FINANCIAL SUPPORT TO OUR HEROES ON THE U.S. NATIONAL TEAM, THE USA SWIMMING FOUNDATION AIMS TO PROVIDE THE WONDERFUL EXPERIENCE OF SWIMMING TO KIDS AT ALL LEVELS ACROSS THE COUNTRY. FORM 990, PART III, LINE 2, NEW PROGRAM SERVICES: PLEASE SEE BELOW CHANGES TO PROGRAM ACCOMPLISHMENTS, ADDITION OF BUILDING CHAMPIONS COVID-19 RELIEF PROGRAM AND BUILDING CHAMPIONS -COMMUNITY IMPACT. FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS: QUALIFIED LEARN-TO-SWIM PROGRAMS, SPREAD NATIONAL AWARENESS, AND BRING TOGETHER STRATEGIC PARTNERS TO END DROWNING. EACH YEAR, IN AN EFFORT TO RAISE NATIONAL AWARENESS ABOUT THE IMPORTANCE OF LEARNING TO SWIM, THE USA SWIMMING FOUNDATION EMBARKS ON AN ANNUAL MAKE A SPLASH TOUR PRESENTED BY PHILLIPS 66. DUE TO THE ONGOING COVID-19 PANDEMIC, THIS YEAR'S MAKE A SPLASH TOUR MOVED TO A VIRTUAL FORMAT, KICKING OFF WITH A FACEBOOK LIVE EVENT WITH OLYMPIC MEDALISTS AND USA SWIMMING FOUNDATION AMBASSADORS NATHAN ADRIAN AND CULLEN JONES. THE TOUR CONTINUED FOR TWO WEEKS WITH A SERIES OF PRINT

INTERVIEWS IN LOCAL AND NATIONAL MEDIA OUTLETS,

AND DIGITAL ADS,

Schedule O (Form 990 or 990-EZ) 2020 Page 2 Name of the organization **Employer identification number** 72-1581977 USA SWIMMING FOUNDATION, INC. WELL AS ON THE SOCIAL MEDIA CHANNELS FOR USA SWIMMING AND USA SWIMMING FOUNDATION. ATHLETES FEATURED INCLUDED JONES AND ADRIAN, PLUS USA SWIMMING FOUNDATION AMBASSADORS ROWDY GAINES, MISSY FRANKLIN, ELIZABETH BEISEL AND RYAN MURPHY. THE TOUR WAS DESIGNED TO EDUCATE THE PUBLIC ABOUT THE IMPORTANCE OF THIS LIFESAVING SKILL. AS AMERICANS ADJUST TO POST-PANDEMIC LIFE, IT WAS CRITICALLY IMPORTANT TO REEDUCATE CHILDREN ON SAFETY FUNDAMENTALS WHILE NEAR POOLS AND OTHER OPEN WATERS. FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES: BUILDING CHAMPIONS - COMMUNITY IMPACT: OUR TEAMS ARE USA SWIMMING. OUR CLUBS ARE WHERE OLYMPIC DREAMS ARE BORN, WHERE KIDS FIND CONFIDENCE, AND WHERE THE LESSONS OF OUR SPORT ARE TAUGHT. THE USA SWIMMING FOUNDATION EXPANDS THE REACH OF THE SPORT BY PROVIDING GRANT FUNDING TO TEAMS IN NEED, SUPPORTING PROGRAMMING TO KEEP OUR COACHES, OFFICIALS, AND TEAM LEADERS AT THE FOREFRONT OF THE SPORT, AND PROVIDING EDUCATIONAL AND TRAINING OPPORTUNITIES FOR THE USA SWIMMING COMMUNITY. THROUGH OUR COMMUNITY IMPACT PROGRAM, THE USA SWIMMING FOUNDATION STRIVES TO PROVIDE PROGRAMMING TO UNDERSERVED COMMUNITIES, SUPPORT DIVERSE COACHES, AND CREATE MORE COMPETITIVE OPPORTUNITIES FOR ALL. THROUGH THIS SUPPORT, THE USA SWIMMING FOUNDATION HOPES TO NOT ONLY GROW THE PIPELINE OF POTENTIAL ATHLETES BUT CREATE MORE LEARN-TO-SWIM AND COMPETITIVE OPPORTUNITIES FOR POPULATIONS THAT MIGHT NOT OTHERWISE HAVE ACCESS TO THE SPORT. EXPENSES \$ 60,000. INCLUDING GRANTS OF \$ 60,000. REVENUE \$ 0. OTHER - THE USA SWIMMING FONDATION SUSTAINS A NETWORK OF NATIONAL TEAM

ALUMNI WHO ARE PASSIONATE ABOUT CHILDREN LEARNING TO SWIM AND ENTERING THE SPORT THAT GAVE SO MUCH TO THEM.

Schedule O (Form 990 or 990-EZ) 2020 Page 2 Name of the organization **Employer identification number** 72-1581977 USA SWIMMING FOUNDATION, INC. EXPENSES \$ 68,984. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0. FORM 990, PART VI, SECTION A, LINE 6: USA SWIMMING, INC. IS THE SOLE MEMBER OF THE FOUNDATION. FORM 990, PART VI, SECTION A, LINE 7A: THE SOLE MEMBER OF THE ORGANIZATION, USA SWIMMING, INC. APPOINTS ALL DIRECTORS. FORM 990, PART VI, SECTION A, LINE 7B: USA SWIMMING'S BOARD OF DIRECTORS HAS TO APPROVE AMENDMENTS TO THE ARTICLES OF INCORPORATION AND BYLAWS. FORM 990, PART VI, SECTION B, LINE 11B: THE FORM IS DISTRIBUTED TO THE ENTIRE BOARD OF DIRECTORS VIA EMAIL AND THEY ARE GIVEN THE OPPORTUNITY TO PROVIDE INPUT BEFORE FILING. FORM 990, PART VI, SECTION B, LINE 12C: ALL EMPLOYEES, BOARD OF DIRECTORS, AND COMMITTEE MEMBERS ARE REQUIRED TO SIGN CONFLICT OF INTEREST ACKNOWLEDGEMENT FORMS. BOARD MEMBERS ARE REQUIRED TO DISCLOSE CONFLICTS OF INTEREST BEFORE AND DURING BOARD MEETINGS. FORM 990, PART VI, SECTION B, LINE 15:

THE HUMAN RESOURCE DEPARTMENT REVIEWS SALARY SURVEYS AND DATA FROM OTHER

NATIONAL GOVERNING BODIES TO SET AND ADJUST COMPENSATION FOR OFFICERS AND

OTHER KEY EMPLOYEES.

| Name of the organization USA SWIMMING FOUNDATION, INC.                        | Employer identification number 72-1581977 |
|-------------------------------------------------------------------------------|-------------------------------------------|
| FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY                     | OF FORM 990:                              |
| AL, AK, AR, CA, CO, CT, DC, FL, GA, IL, KS, ME, MD, MA, MI, MN, MS, NH, NJ, N | IM,NY,NC,OH,OK,OR                         |
| PA,RI,SC,TN,UT,VA,WV,WI,HI,KY,LA,WA,ND,MO,NV                                  |                                           |
|                                                                               |                                           |
| FORM 990, PART VI, SECTION C, LINE 19:                                        |                                           |
| THE ORGANIZATION MAKES ITS FORM 1023, CONFLICT OF INTEREST                    | POLICY, AND                               |
| FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC ON THE ORGANI                    | ZATION'S WEBSITE.                         |
| FORM 990, PART VII, PAGE 7                                                    |                                           |
| BOARD MEMBERS MAY BE COMPENSATED FOR SERVICES PROVIDED TO                     | THE                                       |
| FOUNDATION. THIS COMPENSATION IS DETERMINED BASED ON THE                      | NORMAL                                    |
| PRACTICES OF THE FOUNDATION.                                                  |                                           |
|                                                                               |                                           |
| NO BOARD MEMBER IS COMPENSATED FOR THEIR SERVICES ON THE E                    | OARD OF                                   |
| DIRECTORS.                                                                    |                                           |
|                                                                               |                                           |
|                                                                               |                                           |
| FORM 990, PART XII, LINE 2C                                                   |                                           |
| THIS PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.                             |                                           |
|                                                                               |                                           |
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|                                                                               |                                           |
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## **SCHEDULE R** (Form 990)

Related Organizations and Unrelated Partnerships

• Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

USA SWIMMING FOUNDATION, INC.

Attach to Form 990.

Department of the Treasury Internal Revenue Service Name of the organization

► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Employer identification number

72-1581977

| (a)                                                                               | (b)                                        | (c)                                                        | (d)                           | (e)                                   | )                  |                                 | (f)                       |                                            |  |
|-----------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------|-------------------------------|---------------------------------------|--------------------|---------------------------------|---------------------------|--------------------------------------------|--|
| Name, address, and EIN (if applicable) of disregarded entity                      | Primary activity                           | Primary activity Legal domicile (state or foreign country) |                               | ome End-of-yea                        | End-of-year assets |                                 | Direct controlling entity |                                            |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
| Part II Identification of Related Tax-Exempt O organizations during the tax year. | rganizations. Complete if the organization | answered "Yes" on Form 99                                  | 0, Part IV, line 34, I        | pecause it had one                    | or more            | related tax-exe                 | mpt                       |                                            |  |
| (a) Name, address, and EIN of related organization                                | <b>(b)</b><br>Primary activity             | (c) Legal domicile (state or foreign country)              | (d)<br>Exempt Code<br>section | (e) Public charity status (if section |                    | (f)<br>ct controlling<br>entity | cont                      | <b>g)</b><br>512(b)(13)<br>rolled<br>tity? |  |
|                                                                                   |                                            | .o.o.g.r ood.ru.y,                                         |                               | 501(c)(3))                            |                    |                                 | Yes                       | No                                         |  |
| USA SWIMMING, INC 20-4264282                                                      |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
| 1 OLYMPIC PLAZA                                                                   | NATIONAL GOVERNING BODY                    |                                                            |                               |                                       | USA SW             | IMMING,                         |                           |                                            |  |
| COLORADO SPRINGS, CO 80909                                                        | FOR THE SPORT OF SWIMMING                  | COLORADO                                                   | 501(C)(3)                     | 509(A)(2)                             | INC.               |                                 |                           | X                                          |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |
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|                                                                                   |                                            |                                                            |                               |                                       |                    |                                 |                           |                                            |  |

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a)                                            | (b)              | (c)               | (d)                | (e)                                                                  | (f)            | (g)                  | (I      |           | (i)                                                              | (        |        | (k)                     |
|------------------------------------------------|------------------|-------------------|--------------------|----------------------------------------------------------------------|----------------|----------------------|---------|-----------|------------------------------------------------------------------|----------|--------|-------------------------|
| Name, address, and EIN of related organization | Primary activity | Legal<br>domicile | Direct controlling | Predominant income                                                   | Share of total | Share of end-of-year | Disprop | ortionate | Code V-UBI<br>amount in box<br>20 of Schedule<br>K-1 (Form 1065) | Gene     | ral or | Percentage<br>ownership |
| of related organization                        |                  | (state or foreign | entity             | (related, unrelated,<br>excluded from tax under<br>sections 512-514) | income         | assets               | alloca  | tions?    | 20 of Schedule                                                   | partner? |        | Ownership               |
|                                                |                  | country)          |                    | sections 512-514)                                                    |                |                      | Yes     | No        | K-1 (Form 1065)                                                  | Yes      | No     |                         |
|                                                |                  |                   |                    |                                                                      |                |                      |         |           |                                                                  |          |        |                         |
|                                                |                  |                   |                    |                                                                      |                |                      |         |           |                                                                  |          |        |                         |
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|                                                |                  |                   |                    |                                                                      |                |                      |         |           |                                                                  |          |        |                         |
|                                                |                  |                   |                    |                                                                      |                |                      | l       | l         |                                                                  | I        | i l    |                         |

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a)                                            | (b)              | (c)                                                | (d)                       | (e)                                             | (f)                   | (g)                               | (h)                     | Sec | Section<br>512(b)(13)<br>controlled<br>entity? |  |
|------------------------------------------------|------------------|----------------------------------------------------|---------------------------|-------------------------------------------------|-----------------------|-----------------------------------|-------------------------|-----|------------------------------------------------|--|
| Name, address, and EIN of related organization | Primary activity | Legal domicile<br>(state or<br>foreign<br>country) | Direct controlling entity | Type of entity<br>(C corp, S corp,<br>or trust) | Share of total income | Share of<br>end-of-year<br>assets | Percentage<br>ownership |     |                                                |  |
|                                                |                  | Couriery)                                          |                           |                                                 |                       |                                   |                         | Yes | No                                             |  |
|                                                |                  |                                                    |                           |                                                 |                       |                                   |                         |     |                                                |  |
|                                                |                  |                                                    |                           |                                                 |                       |                                   |                         |     |                                                |  |
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|                                                |                  |                                                    |                           |                                                 |                       |                                   |                         |     |                                                |  |

Schedule R (Form 990) 2020

Page 3

Yes No

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity

| b                                                                            | o Giπ, grant, or capital contribution to related organization(s)                                 |           |                               |                                          | מר       | 4     |        |  |  |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------|-------------------------------|------------------------------------------|----------|-------|--------|--|--|
| С                                                                            | c Gift, grant, or capital contribution from related organization(s)                              |           |                               |                                          |          |       |        |  |  |
|                                                                              | d Loans or loan guarantees to or for related organization(s)                                     |           |                               |                                          |          |       |        |  |  |
|                                                                              | e Loans or loan guarantees by related organization(s)                                            |           |                               |                                          |          |       |        |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| f                                                                            | f Dividends from related organization(s)                                                         |           |                               |                                          | 1f       |       | X      |  |  |
| g                                                                            | g Sale of assets to related organization(s)                                                      |           |                               |                                          | 1g       |       | X      |  |  |
|                                                                              | n Purchase of assets from related organization(s)                                                |           |                               |                                          | 1h       |       | X      |  |  |
| i                                                                            | i Exchange of assets with related organization(s)                                                |           |                               |                                          |          |       |        |  |  |
| j Lease of facilities, equipment, or other assets to related organization(s) |                                                                                                  |           |                               |                                          |          |       |        |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| k                                                                            | c Lease of facilities, equipment, or other assets from related organization(s)                   |           |                               |                                          | 1k       | X     | X      |  |  |
| - 1                                                                          | I Performance of services or membership or fundraising solicitations for related organization(s) |           |                               |                                          |          |       |        |  |  |
| m                                                                            | m Performance of services or membership or fundraising solicitations by related organization(s)  |           |                               |                                          |          |       |        |  |  |
|                                                                              | n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)  |           |                               |                                          |          |       |        |  |  |
| Sharing of paid employees with related organization(s)                       |                                                                                                  |           |                               |                                          |          |       |        |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          | Х     |        |  |  |
| p Reimbursement paid to related organization(s) for expenses                 |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| q                                                                            | Reimbursement paid by related organization(s) for expenses                                       |           |                               |                                          | 1q       |       | X      |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          |       | Х      |  |  |
| r Other transfer of cash or property to related organization(s)              |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| s Other transfer of cash or property from related organization(s)            |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 2                                                                            | If the answer to any of the above is "Yes," see the instructions for information on who must con | mplete th | is line, including covered re | elationships and transaction thresholds. |          |       |        |  |  |
|                                                                              | (a) (b) Name of related organization Transa                                                      |           | (c)                           | (d)                                      |          |       |        |  |  |
|                                                                              | Name of related organization Transaction Amount involved Method of determining amou              |           |                               |                                          |          |       |        |  |  |
|                                                                              | туре (                                                                                           | (a-5)     |                               |                                          |          |       |        |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 1)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
|                                                                              |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 2)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| ۵,                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 3)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 4\                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 4)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 5)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 5)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
| 6)                                                                           |                                                                                                  |           |                               |                                          |          |       |        |  |  |
|                                                                              | 63 10-28-20                                                                                      |           |                               | Schedule l                               | R (Forr  | n 990 | 2020   |  |  |
| UZ 10                                                                        | 00 10°20°20                                                                                      |           |                               | Scriedule                                | . (1 011 | 550   | , 2020 |  |  |

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a)<br>Name, address, and EIN<br>of entity | (b)<br>Primary activity | (c) Legal domicile (state or foreign country) | (d) Predominant income (related, unrelated, excluded from tax under sections 512-514) | Are all partners sec 501(c)(3) orgs.? | (g)<br>Share of<br>end-of-year<br>assets | Dispretion allocat | opor-<br>late<br>tions? | Genera<br>manag<br>partn<br>Yes | (k) Al or Percentage ging ownership |
|--------------------------------------------|-------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------|--------------------|-------------------------|---------------------------------|-------------------------------------|
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                                 |                                     |
|                                            |                         |                                               |                                                                                       |                                       |                                          |                    |                         |                                 |                                     |
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