

USA Swimming Board of Directors Meeting Minutes

November 20, 2020 / Virtual Zoom Conference Call

CALL TO ORDER

Bob Vincent, Board Chair, called the November 20, 2020 Board of Directors meeting to order at 8:09 a.m. Mountain Time with the following members in attendance:

PRESENT: Maya Andrews, Chris Brearton, Kenneth Chung, Kathy Fish, Bruce Gemmell, Jennifer Gibson, Cecil Gordon, Natalie Hall, Tim Hinchey, Lucinda McRoberts, Katie Meili, Kathleen Prindle, Bill Schalz, Jeanette Skow, Jim Sheehan, Jay Thomas, Bob Vincent.

GUESTS

Jerry Adams, Dale Ammon, Cheri Blauwet, Bill Charney, Ryan Gibbons, Tristan Formon, Tim Husson, Jim Kelly, Pam Lowenthal, Keith Moore, Dave Patterson, Sean Redmond, Dave Smith, Mary Turner, Michael White.

STAFF

Juan Caraveo, Rebecca Chafin, Paula D'Amico, Tina Dessart, Chris Detert, Shana Ferguson, Jake Grosser, Abigail Howard, Isabelle McLemore, Lindsay Mintenko, Patrick Murphy, Kaitlin Pawlowicz, Devonie Pitre, Ashanee Player, Eric Skufca, Joel Shinofield, MJ Truex, Mike Unger, Scott Usher, Morgan Weinberg.

MOMENT OF SILENCE

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

AGENDA REVIEW

Bob Vincent presented the agenda (Attachment 1).

RULES OF ENGAGEMENT / PROTOCOL

Bob Vincent provided an overview of the Rules of Engagement, including coming to the meeting in the right frame of mind.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

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

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

39 **CEO'S WELCOME**

40 Tim Hinchey, President & CEO, congratulated staff, volunteers, and coaches for a successful
41 Toyota U.S. Open and noted that he is looking forward to celebrating the upcoming 18 &
42 Under Winter Championships in December. Mr. Hinchey additionally thanked staff for an
43 incredible 2020 Golden Goggle Awards, as well as Dr. Cecil Gordon for an outstanding
44 Foundation Board of Directors meeting and Dr. Gordon's continued efforts on the front lines
45 of the COVID-19 pandemic.

46
47 **BOARD CHAIR'S REMARKS**

48 Bob Vincent remarked on how proud and excited he was about the Toyota U.S. Open. Mr.
49 Vincent additionally welcomed new Board members, Kathy Fish and Katie Meili, as well as
50 guest speaker, Dave Patterson.

51
52 **MINUTES**

53 **MOTION:** *To approve the September 25, 2020 Board of Directors meeting minutes*
54 *(Attachment 2). Seconded. APPROVED.*

55
56 **MOTION:** *To approve the September 26, 2020 Board of Directors meeting minutes*
57 *(Attachment 3). Seconded. APPROVED.*

58
59 **GUEST SPEAKER – DAVID PATTERSON USOPC**

60 Lucinda McRoberts, Chief Administrative Officer & General Counsel, introduced Associate
61 Director of NGB Governance at the U.S. Olympic and Paralympic Committee (USOPC), David
62 Patterson.

63
64 Mr. Patterson presented the governance model of Olympic and Paralympic organizations and
65 how complex they are with obligations to many stakeholders. Mr. Patterson briefly described
66 the audit process by the USOPC and compliancy, which is directed by Congress. Mr. Patterson
67 provided an overview of a Board's primary responsibilities to a National Governing Body
68 (NGB), with emphasis on governing the organization while the staff runs the organization.

69
70 Mr. Patterson provided a report on USA Swimming's current compliance areas and noted
71 that USA Swimming is doing well. He made recommendations on how the organization
72 should approach national committees, including committee reporting structure, which
73 committees should be making organizational decisions, and which should just provide
74 recommendations. Mr. Patterson noted that USA Swimming has an abundance of
75 committees.

Mr. Patterson focused on USA Swimming's House of Delegates, which is a designated committee due to the authority to change bylaws and thus must have 33% elite athlete representation. He emphasized that this is not a gray area and said the organization will need to come into compliance by January 1, 2022. Mr. Patterson suggested ways in which to engage volunteer voices, including grassroots level athletes. Mr. Patterson additionally spoke to the importance the perspective Independent Directors can provide.

Lastly, Mr. Patterson remarked on the opportunity USA Swimming has to build upon its current strength to become the best NGB in the world.

Ms. McRoberts added that Mr. Patterson will work with USA Swimming's compliance task force moving forward.

FOUNDATION UPDATE

Bob Vincent remarked on how fantastic the Foundation Board of Directors meeting was and how far the USA Swimming Foundation has come in the past year.

Dr. Cecil Gordon, Foundation Board of Directors Chair, provided a brief summary of the Foundation Board of Directors meeting from the previous day, including approval of the 2021 Foundation budget, a Memorandum of Understanding (MOU) with U.S. Masters Swimming, additional and new Board members, and the appointment of Mike McCaffery to the Investment Committee (Attachments 4 - 6).

USA SWIMMING – MASTERS MOU

Dr. Cecil Gordon briefly provided background on how the USA Swimming Foundation and U.S. Masters Swimming formed their partnership through the work of a task force that included members of the Foundation Board (Attachment 7).

Tim Hinchey further spoke to the development of the partnership with U.S. Masters Swimming, including partnering in other areas such as commercial.

Dr. Gordon noted that with the new partnership and MOU, the Foundation Board added two new Board positions to include members of U.S. Masters Swimming, and the Foundation Board also recommended Cullen Jones to replace Maya Andrews (Attachment 8).

DIRECTOR CONFIRMATION

MOTION: To approve one (1) new Foundation Board member – Cullen Jones – to fill Maya Andrews' vacancy. Seconded. **APPROVED.**

MOTION: To approve two (2) new Foundation Board members – Jay DeFinis and Jeff Moxie – per MOU with USMS. Seconded. **APPROVED.**

Dr. Cecil Gordon presented a revision to the Foundation Board of Directors Bylaws in which the U.S. Masters Chief Executive Officer will serve as a member of the Foundation Board of Directors in a non-voting, ex-officio role (Attachment 9).

BYLAWS UPDATE AND APPROVAL

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

Dr. Gordon thanked Chief Operating Officer Mike Unger and the rest of the staff for the success of the virtual 2020 Golden Goggle Awards and additionally noted the generosity of several Board members to the Foundation.

Scott Usher, Director, Development Fundraising and Alumni Affairs, provided a brief update on the Golden Goggle Awards silent auction, which had currently raised over \$61K to date.

Dr. Gordon introduced the Four Pillars of the Foundation Board.

Tim Hinchey updated the Board on the Raise Money pillar, including the creation of a DigiDeck platform and discussions regarding products and services to offer both larger audiences and directly to Champion Club Members, as well as major gift donors.

Joel Shinofield, Managing Director of Sport Development, reported that through the Make a Difference in Communities pillar, the organization is exploring ways to expand opportunities for competitive swimming through additional grants to learn-to-swim providers with the goal of funding this program by 2028 in the same manner in which the organization funds the Make-A-Splash program.

Shana Ferguson, Chief Commercial Officer, stated that everyone who has ever been a USA Swimming member will be engaged as an alumnus, not just Olympians and former National Team members, through the Engage Alumni pillar.

Mike Unger noted that the focus for the Support Facilities and Pools pillar is providing access and opportunities for pools to be open. Mr. Unger reported that his group is working to create a database of pools throughout the country and additionally work in partnership with Sigma Gamma Rho on their goal of building and refurbishing 100 pools over the next eight years.

Dr. Gordon briefly touched on the USA Swimming Foundation “Ends” that were approved at the Foundation Board meeting.

Mr. Unger provided a debrief on the 2020 Golden Goggle Awards in which many were honored, including the 1980 Olympic Swimming Team, COVID-19 front line workers, USA Swimming clubs, and USA Swimming Award winner, Jon Urbanek.

Belle McLemore, Managing Director of Communications, presented on USA Swimming’s integrated marketing campaign, Saving Lives Is Always In Season, which targeted six communities that were struggling with access to pools and lessons. In partnership with Phillips66, the goal of the campaign was to create national public awareness of the need for access to learn-to-swim programs.

BOARD PROCESS

INTRODUCTION OF VICE CHAIR OF FISCAL OVERSIGHT CANDIDATES

Bob Vincent introduced the candidates for Vice Chair of Fiscal Oversight, Kenneth Chung and Kathy Fish.

Kathy Fish and Kenneth Chung provided an overview of their professional backgrounds, as well as the skills they would bring to the position of Vice Chair of Fiscal Oversight.

NOMINATING COMMITTEE APPOINTMENTS

Bob Vincent presented the Nominating Committee appointments, Jennifer Gibson and Mary Wallack.

MOTION: *To approve the appointments of Jennifer Gibson and Mary Wallack to the Nominating Committee. Seconded. APPROVED.*

USA SWIMMING BYLAWS

Lucinda McRoberts explained the housekeeping updates to the USA Swimming Corporate Bylaws Articles 1.1, Description of Organization; 2.7, Fees; and 2.8, Delinquent Dues and Fees (Attachment 10).

MOTION *To approve updates to Article 1.1, Description of Organization, of the USA Swimming Corporate Bylaws. Seconded. APPROVED.*

MOTION *To approve updates to Article 2.7, Fees, of the USA Swimming Corporate Bylaws. Seconded. APPROVED.*

MOTION To approve updates to Article 2.8, Delinquent Dues and Fees, of the USA Swimming Corporate Bylaws. Seconded. **APPROVED.**

HOD LEGISLATION BOARD POLICY MANUAL UPDATE

The Board engaged in discussion regarding steps and strategic approaches they can utilize to engage and communicate with the House of Delegates on Board recommended legislative proposals.

MOTION To approve the Board Governing Policy Manual Updates (Attachment 11). Seconded. **APPROVED.**

GOVERNANCE USOPC COMPLIANCE TASK FORCE

Bob Vincent reported that the Governance Committee will identify where the organization falls short on compliance with the USOPC Bylaws and will form a task force to identify solutions for compliance.

Lucinda McRoberts added that this compliance process will be expedited due to the May deadline for legislative changes.

TECHNICAL RULES TASK FORCE

Bob Vincent provided background on why the Technical Rules task force was formed, including the emergence of new technology.

Joel Shinofield described the charge of the task force as evaluating technology as it relates to the technical rules of competition and provided examples of recent technology changes with swimsuits, Wi-Fi, pacing technology and new open water technology.

POLICY & PROCEDURES MANUAL DISCUSSION

Lucinda McRoberts previewed the comprehensive review of the Operating Policy Manual (Attachment 12).

Ms. McRoberts additionally presented the “library” of USA Swimming documents and briefly described how each fit into governing the organization.

ENDS/PRIORITY RESULTS MONITORING

Bob Vincent explained the process by which Ends monitoring reports are produced, distributed, and discussed prior to Board meetings.

POLICY 1.2 SUCCESSFUL ATHLETES, COACHES AND CLUBS

Bob Vincent presented Policy 1.2, Successful Athletes, Coaches and Clubs (Attachment 13).

Joel Shinofield reported that the KPIs within Policy 1.2 will be revised to reflect the current grassroots climate.

MOTION: To approve that the performance monitoring report on Policy 1.2, "Successful Athletes, Coaches and Clubs," 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 1.4 RECOGNITION OF USA SWIMMING

Bob Vincent presented Policy 1.4, Recognition of USA Swimming (Attachment 14).

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.**

KEEPING ATHLETES FIRST

Lucinda McRoberts provided an overview of the Keeping Athletes First initiative from the approval of Board designated funds in November 2019 to the working group composition to the cadence of the group's meetings. Ms. McRoberts presented a summary of the cashflow for the initiative, noting that spending was slightly less than anticipated due to unanticipated adjustments for the COVID-19 pandemic.

Ms. McRoberts reported updates on each of the four initiatives including timelines, as well as components and action items for each.

Ms. McRoberts briefly described how USA Swimming's member database, SWIMS, effects critical pieces within the Keeping Athletes First initiative and how a new version of SWIMS is needed to successfully facilitate those various pieces. Ms. McRoberts asked that the financial resources are moved into one "bucket" as opposed to four with the intention of using part of the funds for updating SWIMS.

Bob Vincent added that the original financial numbers were estimates and that adjusting the use of funds is encouraged to continue being good financial stewards.

MOTION: To approve the use of the \$5M in Board Designated Funds to accomplish the four identified initiatives, with the advice and consent of the Board of Directors and Keeping Athletes First Working Group. Seconded. **APPROVED.**

271 **MANAGEMENT PARAMETERS MONITORING**

272 **POLICY 3.0 GENERAL MANAGEMENT CONSTRAINT**

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

274
275 ***MOTION:** To approve that the performance monitoring report on Policy 3.0, "General*
276 *Management Constraint," conveys (a) interpretations of the policy that are reasonable, and (b)*
277 *that the report reasonably substantiates compliance with the policy requirements, consistent*
278 *with the CEO's interpretations. Seconded. APPROVED.*

279
280 **POLICY 3.1 TREATMENT OF MEMBERS AND CUSTOMERS**

281 Bob Vincent presented Policy 3.1, Treatment of Members and Customers (Attachment 16).

282
283 ***MOTION:** To approve that the performance monitoring report on Policy 3.1, "Treatment of*
284 *Members and Customers," conveys (a) interpretations of the policy that are reasonable, and (b)*
285 *that the report reasonably substantiates compliance with the policy requirements, consistent*
286 *with the CEO's interpretations. Seconded. APPROVED.*

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

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

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

295
296 Eric Skufca, Chief Financial Officer, reported on the organization's revenue and expense
297 variances, including total revenue reductions as well as total expense reductions across the
298 board leading to a current operating surplus projection for 2020.

299
300 Mr. Skufca presented and summarized the current organizational balance sheet while
301 highlighting cash and cash equivalents, accounts receivable, and long-term investments.

302
303 **POLICY 3.6: FINANCIAL PLANNING AND BUDGETING**

304 Bob Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 20 - 23) and
305 reminded the Board that the budget is within Policy 3.6.

306
307 ***MOTION:** To approve that the performance monitoring report on Policy 3.6, "Financial*
308 *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.**

Eric Skufca presented the "quad" business plan summary (2017-2021) noting the material fluctuations, certainties, and uncertainties as the organization heads into an Olympic year in 2021 continuing to adjust and be financially fluid during the COVID-19 pandemic.

Mr. Skufca explained that the organization is variable expense heavy, meaning the organization can pivot priorities to adjust to the current landscape and current revenue projections during these unique times to make the best financial decisions. Mr. Skufca additionally described the details regarding revenue from the U.S. Olympic Trials - Swimming.

POLICY 3.7 COMPENSATION AND BENEFITS

Bob Vincent presented Policy 3.7, Compensation and Benefits (Attachment 24).

Tim Hinchey mentioned how the organization is working as a team and doing a lot more with less.

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

Bob Vincent presented Policy 3.11, USA Swimming Foundation Management (Attachment 25).

MOTION: To approve that the performance monitoring report on End 3.11, "USA Swimming Foundation Management," conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates achievement of the policy requirements, consistent with the CEO's interpretations. Seconded. **APPROVED.**

MOTION: To approve changing the report due date to Spring Meeting. Seconded. **APPROVED.**

STAFF UPDATES

Tim Hinchey submitted a written report to the Board (Attachment 26).

EVENTS

Mike Unger provided a summary of the Toyota U.S. Open that included 1,136 athletes and 370 teams at nine sites across the country. Mr. Unger also reported on the safety protocols that were followed with suggestions for future competitions.

Lindsay Mintenko, Managing Director of the National Team, noted that from the National Team perspective, the U.S. Open was a success with the ability to add two new National Team members as well as 15 new Junior National Team members.

Joel Shinofield added there was a lot of excitement before and after the meet from the officials, coaches, clubs, and athletes.

Mr. Unger remarked on the 18 & Under Winter Championships that will occur from December 1-13, 2020 at multiple sites as well as the 2021 TYR Pro Swim Series where the hope is to get back to a “normal” meet.

The Board discussed protocols that were followed and not followed as well as a few possible COVID-19 exposures at the U.S. Open meet sites.

Mr. Unger noted that there is a list of decisions still to be made regarding holding the U.S. Olympic Team Trials – Swimming, including spectator and athlete capacities, and alternative meet sites. Mr. Unger reported on a panel of experts that will be assembled to assist with the decision making for Trials.

DIGITAL TRANSFORMATION

Joel Shinofield spoke about USA Swimming’s need to utilize technology to provide services to our membership, including IT assets we currently rely on for member services and how they are utilized. Mr. Shinofield explained the existing value and where value can be created for members and non-members with new technology as well as improvements of our current technology. Mr. Shinofield reported on the various issues within the organization’s current technology that need to be solved for the organization to implement and progress initiatives such as Keeping Athletes First, as well as any future initiatives to build and successfully service membership.

Mr. Shinofield presented a three-phased financial roadmap to achieve the digital transformation the organization needs to better service the membership, which includes internal funds and funds already approved by the Board of Directors.

The Board engaged in brief discussion regarding digital transformation, including details around re-architecting SWIMs, the financial dollars coming from operational funds within

the budget, and the need to take six weeks to assess SWIMs in its current form in order to understand all the fixes and financial needs.

CLOSING ROUNDTABLE

NEXT MEETING / EVENTS

- Board Meeting – Friday, February 5, 2021 (likely virtual)
- Foundation Board Meeting – TBD

MEETING ASSESSMENT

The Board engaged in a round table discussion assessing the day's meeting, including expressing appreciation for the USOPC presentation on compliance, the success of the Toyota U.S. Open, and gratitude for the work staff is doing.

CLOSED SESSION (2.3.6)

LITIGATION UPDATE

The Board went into closed session, so Lucinda McRoberts could provide a legal update.

VICE CHAIR OF FISCAL OVERSITE ELECTION

The Board remained in closed session so the Board could elect a Vice Chair of Fiscal Oversight. All staff except Lucinda McRoberts and Paula D'Amico left the meeting.

Kenneth Chung was elected Vice Chair of Fiscal Oversight.

COMPENSATION COMMITTEE UPDATE

The Board remained in closed session for compensation discussions. All remaining staff left the meeting.

ADJOURN

Bob Vincent adjourned this meeting at 2:34 p.m. Mountain Time.

Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

USA Swimming Board of Directors Minutes Attachments

November 20, 2020 / Virtual Zoom Conference Call

Attachment 1	Page 1 – Agenda: November 20, 2020
Attachment 2	Page 2 – DRAFT BOD Minutes September 25, 2020
Attachment 3	Page 2 – DRAFT BOD Minutes September 26, 2020
Attachment 4	Page 3 – USA-S Foundation Q3 2020 Financial Statement
Attachment 5	Page 3 – Foundation 2020 Budget vs. 2020 Projection
Attachment 6	Page 3 – Foundation 2020 Projection vs. 2021 Projection
Attachment 7	Page 3 – USA Swimming Foundation – Masters MOU
Attachment 8	Page 3 – USA-S Foundation Board Nominee Bios
Attachment 9	Page 4 – Foundation Bylaws Update
Attachment 10	Page 5 – Proposed USA-S Bylaws Update
Attachment 11	Page 6 – USA-S Policy Memo – HOD Advocacy
Attachment 12	Page 6 – USA-S Policy Manual References
Attachment 13	Page 6 – Policy 1.2: Successful Athletes, Coaches and Clubs
Attachment 14	Page 7 – Policy 1.4: Recognition of USA Swimming
Attachment 15	Page 8 – Policy 3.0: General Management Constraint
Attachment 16	Page 8 – Policy 3.1: Treatment of Members and Customers
Attachment 17	Page 8 – Policy 3.4 Financial Condition and Activities
Attachment 18	Page 8 – Q3 2020 USA-S Combined Investment Review
Attachment 19	Page 8 – USA Swimming - Q3 2020 Financial Statement Report
Attachment 20	Page 8 – Policy 3.6 Budget
Attachment 21	Page 8 – 2020 Budget vs. 2020 Projection
Attachment 22	Page 8 – Business Plan Summary 2017-2021
Attachment 23	Page 8 – USA Swimming 2021 Budget
Attachment 24	Page 9 – Policy 3.7 Compensation and Benefits
Attachment 25	Page 9 – Policy 3.11 USA Swimming Foundation Management
Attachment 26	Page 9 – Staff Update for the Board of Directors



AGENDA

USA Swimming
Board of Directors
Board of Directors Meeting
Friday, November 20, 2020, 8:00 am - 4:00 pm
Virtual

- | | |
|---|-------|
| A. Welcome | 8:00 |
| 1. Call to Order / Record of Attendance (2.6.2) | |
| 2. Introductions | |
| 3. Moment of Silence | |
| 4. Agenda Review (2.3.3) | |
| 5. Rules of Engagement | |
| 6. Declaration of Conflict of Interest (2.5.4) | |
| 7. CEO's Welcome | |
| 8. Board Chair's Welcome | |
| 9. ACTION: Approve September 25, 2020 Minutes | |
| 10. ACTION: Approve September 26, 2020 Minutes | |
| B. Guest Speaker - Dave Patterson USOPC | 8:15 |
| C. Foundation Update | 9:00 |
| 1. ACTION: Director Confirmation | 9:15 |
| 2. ACTION: Foundation Bylaws Update and Approval | 9:20 |
| 3. ACTION: Approve USA Swimming - U.S. Masters MOU | 9:25 |
| D. BREAK | 9:30 |
| E. Board Process | |
| 1. Introduction of Vice Chair of Fiscal Oversight Candidates | 9:40 |
| 2. ACTION: Nominating Committee Appointments | 9:50 |
| 3. ACTION: Approve USA Swimming Bylaws | 10:00 |
| 4. ACTION: Approve HOD Legislation Board Policy Manual Update | 10:15 |
| 5. Governance USOPC Compliance Task Force | 10:30 |

6. Technology Rules Task Force	10:40
7. Policy & Procedures Manual Discussion	10:50
F. Ends/Priority Results Monitoring	11:05
1. ACTION: Approve Successful Athletes, Coaches and Clubs (1.2)	
2. ACTION: Approve Recognition of USA Swimming (1.4)	
G. Keeping Athletes First Initiative	11:35
H. Break	11:50
I. Lunch	12:00
J. Management Parameters Monitoring	12:30
1. ACTION: Approve General Management Constraint (3.0)	
2. ACTION: Approve Treatment of Members/Consumers (3.1)	
3. ACTION: Approve Financial Condition and Activities (3.4)	
4. ACTION: Approve Financial Planning and Budgeting (3.6)	
5. ACTION: Approve Compensation and Benefits (3.7)	
6. ACTION: Approve USA Swimming Foundation Management (3.11)	
K. Staff Updates	1:15
L. Break	2:15
M. Closing Roundtable	2:25
1. Next Meeting / Upcoming Events	
2. Meeting Assessment	
N. Meeting Adjournment	
O. Closed Session	2:45
1. Litigation Update	
2. Personnel Update	
3. Compensation Committee Update (2.3.5)	
4. Election of Vice Chair of Fiscal Oversight	3:45

Total Meeting Time: 7h 45m

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

USA Swimming Board of Directors Meeting Minutes

September 25, 2020 / Virtual Zoom Conference Call

CALL TO ORDER

Bob Vincent, Board Chair, called the September 25, 2020 Board of Directors meeting to order at 8:04 a.m. Mountain Time with the following members in attendance:

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

GUESTS

Jerry Adams, Dale Ammon, Lorna Anaya, Wade Atkins, Julie Bachman, Julie Bare, Geoffrey (Phil) Barnes, Jody Betts, Carolyn (Sandi) Blumit, Amy Boyden, Stephanie Boysen, Robert Broyles, Bill Charney, David Coleman, Jessica Cooper, David Cottam, Bruno Darzi, Maria Davila, Alina DeArmas, Judith Divan, Van Donkersgoed, Sandy Drake, Lucy Duncan, Carron Dunker, Cathy Elgas, Mary Evelyn, Emily Fagan, Tristan Formon, Gavin Formon, Tracey Garrett, George Geanon, Ryan Gibbons, Steven Goldman, Laura Hartman, Jon Hayashida, Melissa Hellervik-Bing, Chip Holland, Zane Hugo, Patrick Hunter, Lauren Hurt, Tim Husson, Lehla Irwin, Bradley Jacobs, Paris Jacobs, Kadence Jeffries, Thomas Johnson, Patrick Johnstone, Nabil Kebbab, Bob Keller, Helen Kelly, Marnie Kern, Emily Kowalski, David Kutrufis, Robert Kwong, Michael Lawrence, Fred Leff, Cheyl Linscott, Marilyn Loitz, Pam Lowenthal, Joseph Matlack, Arlene McDonald, Susan Mechler, Kevin Milak, Stephen Mitchell, Lindsay Mondick, Keith Moore, Mick Nelson, Sue Nelson, Lisa Olack, Stephanie O'Malley, Cheryl Pearson, Betsy Purcell, Mary Redmond, Kyle Russell, Betsy Russell, Sandra Sanguinetti, Jason Schmeltzer, Gloria Schuldt, Lynne Shine, Wayne Shulby, Dave Smith, Robin Smith, Bob Staab, John Stanley, Eric Stimson, Mary Jo Swalley, Zach Toothman, Mary Ellen Tynan, Ron Van Pool, Robert Walker, Mary Wallack, Marianne Walling, Lesleigh Watson, Dipper Wettstein, Michael White, Greg York, Aaron Zhu.

STAFF

Matt Barbini, Wendy Bartlett, Rebecca Chafin, Paula D'Amico, Tina Dessart, Dean Ekeren, Shana Ferguson, Jane Grosser, Brendan Hansen, Steve Levine, Jaime Lewis, Isabelle McLemore, Lindsay Mintenko, Patrick Murphy, Kaitlyn Palmieri, Eric Skufca, Joel Shinofield, Jennifer Thomas, MJ Truex, Mike Unger, Morgan Weinberg.

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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.

AGENDA REVIEW

Bob Vincent presented the agenda (Attachment 1).

RULES OF ENGAGEMENT / PROTOCOL

Bob Vincent provided an overview of the Rules of Engagement, including Zoom protocols.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

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

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

CEO'S WELCOME

Tim Hinchey, President & CEO, welcomed Board members and guests and expressed his gratitude for the support, communication, and open dialogue between staff and the Board over the last several months during the COVID-19 pandemic. Mr. Hinchey went on to praise the relationship and collaboration between staff, the Board, athletes, and coaches to find solutions to keep the sport of swimming alive, including the financial contributions to member clubs from the USA Swimming Foundation and LSCs. Finally, Mr. Hinchey emphasized USA Swimming's pivot to a stronger and more unified national governing body.

BOARD CHAIR'S REMARKS

Bob Vincent remarked on the multitude of contributions from the USA Swimming executive staff, Foundation Board Chair Dr. Cecil Gordon and the USA Swimming Foundation, Local Swimming Committees (LSCs), member coaches, member athletes, and the Board of Directors during the COVID-19 pandemic.

MINUTES

MOTION: To approve the April 24, 2020 Board of Directors meeting minutes (Attachment 2).
Seconded. APPROVED.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

BOARD PROCESS**NOMINATING COMMITTEE UPDATE**

Lucinda McRoberts, Chief Administrative Officer & General Counsel, reported that two new Board members would be elected the following day and highlighted the nomination process, including key dates and application numbers through each phase. Ms. McRoberts expressed gratitude to Davis Tarwater and Tom Ugast for their contributions to the Board, and additionally thanked Mary Wallack for leading the Nominating Committee.

Bob Vincent congratulated the Nominating Committee for finding six qualified candidates for the two open Board positions.

BOARD PROPOSED LEGISLATION

Bob Vincent explained proposed legislation R-20, which would move the management of certain LSC Bylaw changes to USA Swimming staff instead of the Rules & Regulations Committee, was not necessary at this time.

MOTION To withdraw proposed legislation, R-20. Seconded. APPROVED.

Lucinda McRoberts proposed memorializing previously Board-approved safety measures in Articles 202.4.10 (N), 202.4.16, 202.6.6 (H) and 202.6.19 to the House of Delegates to be officially added to the 2021 Rulebook.

MOTION To submit to the House of Delegates the changes to Articles 202.4.10 (N), 202.4.16, 202.6.6 (H) and 202.6.19 approved by the Board under its emergency powers, effective as of August 1, 2020. Seconded. APPROVED.

PROPOSED CHANGES TO BOARD POLICY MANUAL

Bob Vincent reported that, in consultation with the athletes from the Athletes Executive Committee, the proposed changes to the Board Policy Manual would allow more athlete representatives on the Zone Directors Council (Attachment 3).

MOTION To approve the proposed changes to the Board Policy Manual by updating the composition of the Zone Directors' Council to include 12 elected Zone Directors, consisting of a Coach Director, a Non-Coach Director, and an Athlete Representative from each Zone. Seconded. APPROVED.

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

USA SWIMMING FOUNDATION UPDATE

Cecil Gordon remarked on the productivity of the Foundation Board of Directors despite the difficulties with the COVID-19 pandemic. Mr. Gordon expressed his gratitude to the USA Swimming staff and the USA Swimming Board of Directors for their collaboration, support, and contributions over the past year. Mr. Gordon highlighted the successful Foundation Board transition to a strictly fundraising board, but also noted the unfortunate inability to meet in-person due to the pandemic.

NEW PILLARS

Cecil Gordon introduced the Four Pillars of the Foundation Board of Directors and described their ability to provide a strategic direction for fundraising and allow the Board more opportunities to collaborate with USA Swimming staff.

Tim Hinchey presented the first pillar, Raise Money, on which he will work with the Foundation to increase the ability for more funds to be used for learn-to-swim programs and local community engagement, and additionally to raise money for the National Team. Mr. Hinchey explained the process by which the Foundation will work with the Commercial team on this pillar, including access to Digideck, a resource USA Swimming has utilized to capture global partners.

Joel Shinofield, Managing Director of Sport Development, informed the Board that growing competitive opportunities is the purpose of pillar two, Make a Difference in Communities. Mr. Shinofield detailed the three components for which grants will be provided to clubs and other entities, including: (i) existing member clubs who are expanding their services and creating new opportunities within their community and neighboring communities; (ii) clubs that are led by women and underrepresented coaches who are building a community program; and (iii) clubs who partner with Historically Black Colleges and Universities to create programming and utilize the facilities HBCUs have available. Mr. Shinofield noted the goal of this initiative is to create a grant program by 2028 funded at the level of our current learn-to-swim grant program.

Shana Ferguson, Chief Commercial Officer, reported that there will be more efforts to engage and recognize all past USA Swimming and USS Swimming members within pillar three, Engage Alumni.

Mike Unger, Chief Operating Officer, presented pillar four, Support Facilities and Pools, which focuses on how the Foundation and its constituents can assist membership with

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access to facilities and pools through engaging current facility partners, accessing and getting more pools in diverse communities, and helping clubs acquire supplies for their outdoor facilities to operate during the cooler months.

CLUB GRANTS UPDATE

Cecil Gordon provided background on how the Club Relief Program began and how through two rounds of applications the Foundation was able to grant almost \$3 million to over 700 clubs impacted by the COVID-19 pandemic. Mr. Gordon additionally reported that Local Swimming Committees (LSCs) gave an additional \$6 million to clubs within their LSCs.

Joel Shinofield noted the importance of supporting clubs through the pandemic, including the role clubs play in allowing swimmers to develop as people and athletes as well as realize their dreams.

“ENDS”

Bill Charney, USA Swimming’s Governance Consultant, stated the Foundation’s purpose and presented the Ends, which will be used to measure the success of the Four Pillars by examining the growth in philanthropic support within each initiative.

APPROVAL OF REVISION TO BYLAWS

Cecil Gordon highlighted the changes made to the Foundation Bylaws, including minor administrative changes within Sections 3.1 and 5.2, and clarification within Section 5.6 regarding the Foundation Board’s Treasurer who will serve on USA Swimming’s Audit Committee, as opposed to the Investment Committee (Attachment 4).

MOTION To approve the revision of the USA Swimming Foundation Bylaws provided. Seconded. APPROVED.

Cecil Gordon summarized the Foundation’s accomplishments for the year by way of continuing learn-to-swim grants, successful Swim-A-Thons, and updated composition and direction for the Foundation Board of Directors.

GOLDEN GOGGLE AWARDS

Mike Unger reported that the Golden Goggle Awards will be held virtually on Thursday, November 19, 2020 with the hopes of hosting the event at both USA Swimming’s headquarters and the U.S. Olympic and Paralympic Museum. Mr. Unger added that the event will have many of the same components as an in-person event, including swimming hosts,

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virtual tables for sale, entertainment throughout the night, and a silent auction. Additionally, Mr. Unger noted that the event will be broadcast on the Olympic Channel and Peacock in the days following the live event.

Cecil Gordon thanked those on the USA Swimming Board who have given financially to the Foundation.

Bob Vincent exclaimed his excitement for the changes within the Foundation Board and remarked that he would match each Board member's financial gift up to the Champions Club level of \$1,000.

MONITORING

Bob 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.

MANAGEMENT PARAMETERS MONITORING

POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES

Bob Vincent presented Policy 3.4, Financial Condition & Activities (Attachments 5 -9).

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.*

Eric Skufca, Chief Financial Officer, reported that USA Swimming has submitted its forgiveness application as part of the Paycheck Protection Program, with the hope of gaining more clarity and confirmation on our anticipated forgiveness in late 2020 or early 2021.

Mr. Skufca explained the partial compliance of Policy Provision 2 is due to the unprecedented nature of 2020, which contributed to the revenue and expenditures being materially different from the 2020 budget approved by the Board in November 2019. Mr. Skufca noted that there is a strategic plan to reach compliancy for Policy Provision 2.

Mr. Skufca presented the annually reviewed investment policy statement and noted most changes are housekeeping in nature based on the Investment Committee's annual review (Attachments 10 - 11).

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MOTION: To approve USA Swimming's Investment Policy Statement. Seconded. **APPROVED.**

POLICY 3.6: FINANCIAL PLANNING AND BUDGETING

Bob Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 12 - 15).

Eric Skufca conveyed that Policy Provision 5 requires Board approval for Board related expenditures in 2021.

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 Board related expenses for 2021. Seconded. **APPROVED.**

POLICY 3.10 LSC REPORTING REQUIREMENTS

Bob Vincent presented Policy 3.10, LSC Reporting Requirements (Attachment 16).

Lucinda McRoberts briefly described Policy 3.10 and reported that all 59 LSCs signed an Affiliation Agreement, which memorialized the existing relationship between USA Swimming and its LSCs. Ms. McRoberts stated that next steps include looking at compliance related facets, as well as what the next iteration of the agreement will entail based on feedback from both USA Swimming and the LSCs.

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.**

ENDS/PRIORITY RESULTS MONITORING

POLICY 1.1: COMPETITIVE SUCCESS

Bob Vincent presented Policy 1.1, Competitive Success (Attachment 17).

Lindsay Mintenko, Managing Director of the National Team, reported that with the postponement of the Olympic Games, the Ends in Policy 1.1 were altered for 2020 but will remain the same for the 2021 Olympic year. Mrs. Mintenko provided highlights from the report, including that the U.S. Anti-Doping Agency (USADA) has recognized USA Swimming as a world class National Governing Body (NGB) in their annual report, the organization was

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able to increase direct athlete support by 30%, and there is continued emphasis on mental health for athletes and coaches.

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

POLICY 1.3 PUBLIC ENGAGEMENT WITH SWIMMING

Bob Vincent presented Policy 1.3, Public Engagement with Swimming (Attachment 18).

Joel Shinofield reported that the data used for Policy 1.3 comes from the Sports & Fitness Industry Association's (SFIA) annual research data, which is published in July and suggested that Policy 1.3 be presented at the September or November Board meeting in order to provide current and complete data.

Shana Ferguson added that without swim meets there is no data to report on tickets sales.

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, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. **APPROVED.**

STRATEGIC DISCUSSION

ADDRESSING DIVERSITY, EQUITY, AND INCLUSION IN OUR SPORT

Tim Hinchey congratulated MJ Truex, Senior Director of Education, Programs & Services, and Joel Shinofield on their Diversity, Equity, and Inclusion (DEI) efforts and emphasized that DEI efforts have been ongoing for years at USA Swimming.

Joel Shinofield briefly described the long-term and large scaled DEI imbedding efforts across the organization, including through coach education and LSC consulting.

MJ Truex thanked the Board and Strategy Team for their support with DEI efforts and provided an update on those efforts, including the launch of a DEI Council, which will provide strategic feedback to the organization. Ms. Truex also reported that USA Swimming is regularly collaborating with the Black Leadership in Aquatics Coalition (Team BLAC) to

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incorporate new ideas with current programing and noted that there is an intention to create other diverse athlete leadership groups in the future.

Ms. Truex then described the various metrics for measuring DEI efforts and provided steps coaches and other members should be taking as everyday engagement, including education, conversations, and intentional planning. Ms. Truex described how Key Performance Indicators (KPIs) for DEI are derived from a report card compiled by the United States Olympic and Paralympic Committee (USOPC) and how USA Swimming collaborates with other National Governing Bodies (NGBs) on DEI initiatives.

Kenneth Chung emphasized the importance of DEI as a business initiative, and Cecil Gordon conveyed the significance of being intentional with DEI efforts for DEI to be part of the standard in which we operate and allow us to continue to move in the right direction through both actions and words. The Board engaged in further discussions around DEI efforts, including networking and mentorships for athletes, coaches and parents; the creation of other athlete leadership groups; the importance of the demographics in swimming mirroring those of our country; identifying issues and creating opportunities; and engaging third-party consultants for various aspects.

Tim Hinchey asked that Policy 1.3, Provision C, be presented to the DEI Council for strategic discussion and feedback as to whether we have the right goals and KPIs.

KEEPING ATHLETES FIRST INITIATIVE

Lucinda McRoberts provided background and course of action for the four initiatives that compose the Keeping Athletes First (KAF) initiative. Ms. McRoberts stated that work on the four initiatives will continue through 2021 with the goal of having all swim clubs Safe Sport recognized, a coach education curriculum developed and facilitated through an internal learning management system (LMS), completing online member registration, and to continually maintain a best in class Safe Sport staff and program.

Ms. McRoberts presented statistics for clubs who have completed or initiated the process to achieve Safe Sport Club Recognition. Ms. McRoberts emphasized the need to normalize clubs achieving Safe Sport Club Recognition, specifically by removing barriers for completing the process so we can reach our goal of every USA Swimming club achieving Safe Sport Club Recognition by the end of 2021.

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The Board engaged in discussion on the progress and importance of the Safe Sport Club Recognition initiative, including how LSCs can assist in the process.

STAFF UPDATES

Tim Hinchey submitted a written report to the Board (Attachment 19).

MEMBERSHIP & FINANCES

Eric Skufca remarked on the 2020 budget across all the divisions being materially different than what was approved in November 2019 due to the COVID-19 pandemic. Mr. Skufca highlighted the projected budget for 2020, noting the areas of lost revenue, including not using investment income to operate programs as we have done historically. Additionally, Mr. Skufca pointed out while there is a 25% decrease in revenue, the staff has proactively decreased expenditures by 25% to ensure financial steadiness in the coming years.

Joel Shinofield reported on the challenges regarding membership in 2020, noting the organization's goal to provide the same number of opportunities after the pandemic as prior to the pandemic. Mr. Shinofield conveyed the ways in which the organization is using membership surveys to project membership, including membership's ability to access facilities and pools. Mr. Shinofield also stated that membership numbers are declining for the 2021 membership year with the added challenge of Flex membership not being used as intended, which will negatively impact revenue and ultimately, the ability to fund programs.

Tom Ugast, Board Vice Chair of Fiscal Oversight, challenged the Board to reexamine revenue from membership in 2021, specifically Flex membership and club dues.

Bob Vincent added that due to COVID-19, it was decided not to implement or move forward with any changes to Flex membership and club dues in 2020 but agreed it would be necessary moving forward.

Tim Hinchey stated that the organization will continue to do more with less while prioritizing services and benefits for the membership.

RETURN TO COMPETITION

Tim Hinchey reported on the massive undertaking of safely returning to competition from grassroots competitions to the Olympic Trials. Mike Unger remarked on the thorough and methodical approach various divisions within the organization have worked together to develop a plan to safely return to competition.

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Joel Shinofield reported the goal of the Return to Competition plan is to provide a balanced access to competitions. Mr. Shinofield presented the Speedo Swim Again Series and detailed the virtual, month-long competition, noting in the first week of competition over 200 teams and more than 10,000 athletes participated.

Dean Ekeren, Director of Events, described the National Leaderboard as an individual competition that replaces the November TYR Pro Swim Series with separate leaderboards over the months of October, November, and December. Mr. Ekeren reported that currently the 2021 TYR Pro Swim Series will move forward as planned.

Mr. Ekeren reported that the Toyota U.S. Open is a decentralized elite level event being held at eight (8) to ten (10) sites. Mr. Ekeren provided further details, including a minimum of 80 athletes will compete at each site and all sites will be sanctioned, long course meters. Mr. Unger added that NBC will still broadcast the Toyota U.S. Open from a few of the event sites.

Lindsay Mintenko emphasized the importance of having long course competitions to prepare for the Olympic Games in 2021; this with the potential of a TYR Pro Swim Series for 2021.

Mr. Shinofield presented the 18 and Under Winter Championships that will also be distributed across the country to accommodate those who cannot travel. Mr. Shinofield reported that the competition will be sanctioned and can be hosted by any USA Swimming member club to format the meet as they wish between December 1 – 13, 2020 with those swimmers who achieve the published time standards included in the competition results.

Mr. Unger updated the Board on the 2021 Olympic Trials, including that the venue in Omaha is up and functional, current cuts will remain the same with 1,226 athletes currently qualified, USA Swimming is working with the city of Omaha on capacity allowance, and that due to the postponement we were actually able to get extra NBC broadcast hours.

The Board engaged in discussion regarding opportunities for athletes to make Trial cuts, rational for date changes, and creating opportunities for swimmers to compete.

COLLEGE SWIMMING UPDATE

Joel Shinofield introduced Greg Earhart, Executive Director of College Swimming and Diving Coaches Association of America (CSCAA).

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Mr. Earhart provided an update on the work from CSCAA, including working with USA Swimming's Commercial division to show the value and success of swimming and diving programs, statistics regarding lost and added programs, and ways CSCAA is working with colleges to equip them with tools to save their swimming and diving programs. Mr. Earhart conveyed his hope for a new model for college athletic programs from the NCAA in which USA Swimming can work with them from the grassroots to the elite level. Finally, Mr. Earhart noted the two issues with the current swimming and diving college programs: cost and access.

AQUATICS COALITION

Shana Ferguson provided an update on the Aquatics Coalition, including providing clubs and facility operators with advocacy toolkits, guidance on engaging the media, guidelines for safely reopening as well as what to do if someone tests positive for COVID-19. Mrs. Ferguson described the various ways the Coalition is using their platform to continue its advocacy for reopening pools and facilities.

IRC COMMITTEE UPDATE

Mike Unger provided background on the process by which nominees for the FINA Committee and Panels are decided including, approval from the Board to endorse the nominees the International Relations Committee (IRC) recommended (Attachment 20).

MOTION: *To approve the recommendations provided by the IRC Committee for nominations to FINA committees to be forwarded to the United States Aquatic Sports (USAS). Seconded.*
APPROVED.

COMMITTEE & VOLUNTEER ENGAGEMENT

Tim Hinchey described his pathway to focusing on volunteer engagement after first making changes to athlete and coach engagement.

Jim Sheehan reported that committee chairs have been surveyed and the data used from that survey will be used to determine areas of greater opportunities and address areas of concern. Mr. Sheehan noted that work has already begun with the Officials Committee and the Programs and Events Committee.

CLOSING ROUNDTABLE

NEXT MEETING / EVENTS

- Board of Directors Meeting / Saturday, September 26, 2020

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

- Foundation Board of Directors / Thursday, November 19, 2020
- Golden Goggle Awards / Thursday, November 19, 2020
- Board of Directors Meeting / Friday, November 20, 2020

APPRECIATION TO OUTGOING BOARD MEMBERS

Bob Vincent thanked Davis Tarwater and Tom Ugast for their work on the Board of the Directors over the last two years.

MEETING ASSESSMENT

The Board engaged in a round table discussion assessing the day's meeting, including the progress and adjustments the organization has made in the face of the COVID-19 pandemic.

CLOSED SESSION (2.3.6)

LITIGATION UPDATE

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

COMMERCIAL UPDATE

The Board remained in closed session so Shana Ferguson could provide a confidential commercial update.

PERSONNEL UPDATE

The Board remained in closed session so Lucinda McRoberts could provide a personnel update. All staff except Tim Hinchey and Lucinda McRoberts left the meeting.

COMPENSATION COMMITTEE UPDATE

The Board remained in closed session for compensation discussions. Tim Hinchey and Lucinda McRoberts left the meeting.

ADJOURN

Bob Vincent adjourned this meeting at 3:05 p.m. Mountain Time.

DRAFT

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DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

474 Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

DRAFT

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

USA Swimming Board of Directors Minutes Attachments

September 25, 2020 / Virtual Zoom Conference Call

Attachment 1	Page 2 – Agenda: September 25, 2020
Attachment 2	Page 2 – DRAFT BOD Minutes April 24, 2020
Attachment 3	Page 3 – Zone Directors’ Council Athletes Legislation
Attachment 4	Page 5 – USASF Bylaws Redline Pending USA-S BOD
Attachment 5	Page 6 – Policy 3.4 Financial Condition and Activities
Attachment 6	Page 6 – 2Q2020 Combined Quarterly Investment Review
Attachment 7	Page 6 – USA-S Q2 2020 Financial Statement Report
Attachment 8	Page 6 – USA-S Foundation Financial Statement Memo Q2
Attachment 9	Page 6 – USA-S Foundation Financial Statement Report Q2
Attachment 10	Page 6 – USA-S Investment Policy Stmt. June 2020 Redline
Attachment 11	Page 6 – USA-S Investment Policy Statement June 2020 Final
Attachment 12	Page 7 – Policy 3.6 Budget
Attachment 13	Page 7 – 2020 Budget vs. Current Projection w/ Details
Attachment 14	Page 7 – 2021 BOD Related Expenses
Attachment 15	Page 7 – Business Plan Summary 2017-2021
Attachment 16	Page 7 – Policy 3.10 LSC Reporting Requirements
Attachment 17	Page 7 – Policy 1.1 Competitive Success
Attachment 18	Page 8 – Policy 1.3 Public Engagement with Swimming
Attachment 19	Page 10 – Staff Update for the Board of Directors
Attachment 20	Page 12 – International Relations Committee Nominating Form

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

USA Swimming Board of Directors Meeting Minutes

September 26, 2020 / Virtual from Colorado Springs, CO

CALL TO ORDER

Bob Vincent, Board Chair, called the September 26, 2020 Board of Directors meeting to order at 1:02 p.m. Mountain Time with the following members in attendance:

PRESENT: Chris Brearton, Kenneth Chung, Maya DiRado, Kathy Fish, Bruce Gemmell, Jennifer Gibson, Cecil Gordon, Natalie Hall, Tim Hinchey, Lucinda McRoberts, Katie Meili, Kathleen Prindle, Bill Schalz, Jim Sheehan, Jeanette Skow, Jay Thomas, Bob Vincent.

NOT PRESENT:

GUESTS

Dale Ammon, Jody Betts, Robert Broyles, Bill Charney, David Cottam, Van Donkersgoed, Carron Dunker, Tristan Formon, George Geanon, Ryan Gibbons, Patrick Hunter, Tim Husson, Kylie Kelly, Robert Kwong, Arlene McDonald, Nicolas Poulos, Mary Redmond, Cindy Rowland, Betsy Russell, Sandra Sanguinetti, Brian Savage, Dave Smith, Anna Summerfield, Mary Jo Swalley, John Van Meter, Michael White, Tom Ugast.

STAFF

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

OPENING REMARKS

Bob Vincent congratulated newly elected Board members, Kathy Fish and Katie Meili.

Mr. Vincent noted that Board orientation will be held virtually with the two new Board members and announced that on Thursday, November 19, the Golden Goggle Awards will be held virtually in Colorado Springs. Additionally, Mr. Vincent reported that the next Board of Directors meeting will be Friday, November 20, with the intention to invite Board members to Colorado Springs.

Lastly, Mr. Vincent mentioned that the Board will elect a new Vice Chair of Fiscal Oversight at its November meeting following a self-nomination process.

UPCOMING BOARD MEETINGS

BOARD ORIENTATION

- TBD: Virtual

These minutes will be officially approved by the USA Swimming Board of Directors at its November 20, 2020 meeting.

37 **BOARD MEETING**

- 38 • Friday, November 20, 2020: Virtual + Colorado Springs, CO
- 39

40 **ADJOURN**

41 Bob Vincent, Board Chair, adjourned this meeting at 1:05 p.m. Mountain Time.

42

43 Respectfully submitted:



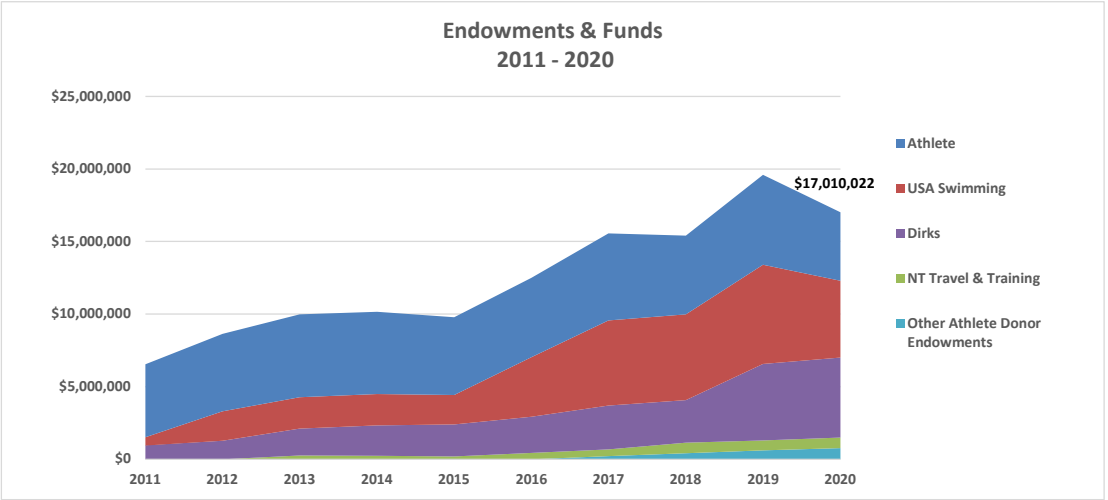
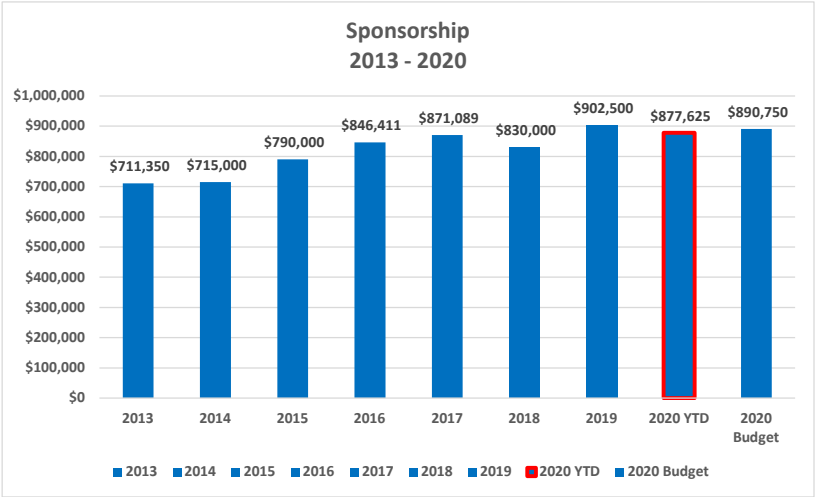
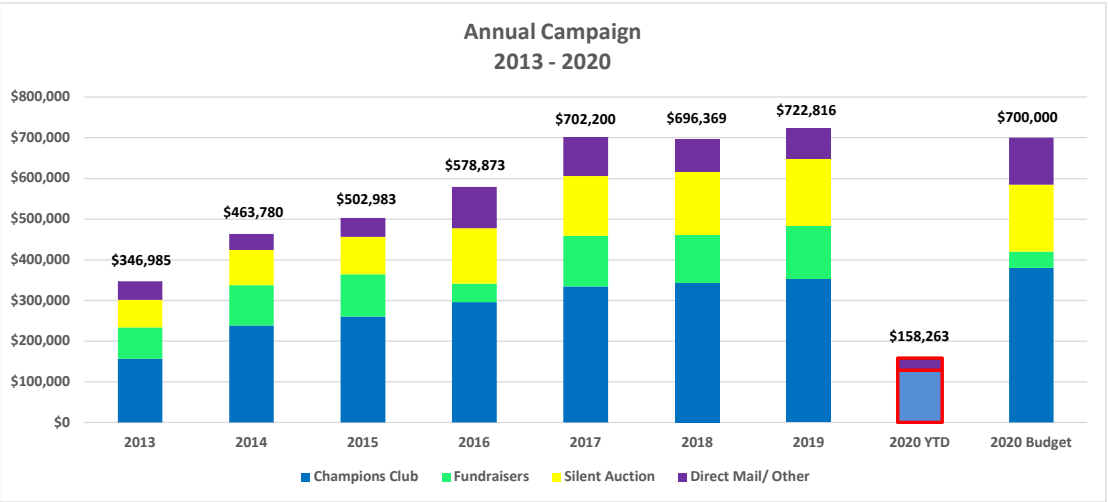
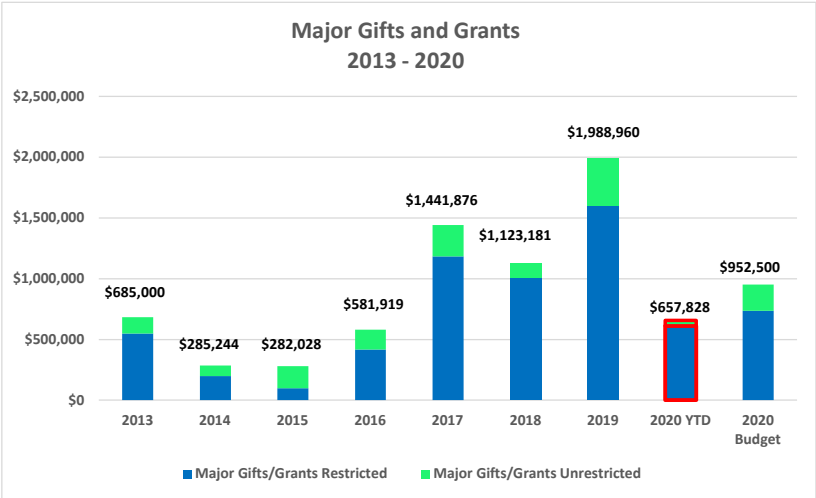
Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

DRAFT

USA Swimming Foundation
 Revenue, Endowments, and Funds
 September 30, 2020



USA Swimming Foundation, Inc.
Balance Sheet
As of September 30, 2020 and 2019

	<u>9/30/2020</u>	<u>9/30/2019</u>	<u>\$ Change</u>	<u>Audited 12/31/2019</u>	<u>\$ Change</u>
ASSETS					
CURRENT ASSETS:					
Cash and cash equivalents	\$1,940,600	\$1,301,469	\$639,131	\$1,481,836	\$458,764
Accounts receivable	81,250	19,110	62,140	160,808	(79,558)
Pledges receivable - current	300,100	364,499	(64,399)	851,999	(551,899)
Prepaid expenses and deferred charges	22,036	3,440	18,596	11,737	10,299
Total Current Assets	<u>2,343,987</u>	<u>1,688,518</u>	<u>655,469</u>	<u>2,506,380</u>	<u>(162,394)</u>
FIXED ASSETS:					
Equipment and Software	229,963	229,963	0	229,963	0
Accumulated depreciation & amortization	<u>(229,963)</u>	<u>(224,786)</u>	<u>(5,177)</u>	<u>(227,375)</u>	<u>(2,589)</u>
Total Fixed Assets	<u>0</u>	<u>5,177</u>	<u>(5,177)</u>	<u>2,589</u>	<u>(2,589)</u>
LONG-TERM INVESTMENTS:					
Long-term Investments	<u>17,010,022</u>	<u>17,280,570</u>	<u>(270,548)</u>	<u>19,582,215</u>	<u>(2,572,193)</u>
OTHER ASSETS:					
Pledges receivable - long-term	1,415,000	3,665,000	(2,250,000)	1,052,500	362,500
Swim-a-Thon	120,000	120,000	0	120,000	0
Total Other Assets	<u>1,535,000</u>	<u>3,785,000</u>	<u>(2,250,000)</u>	<u>1,172,500</u>	<u>362,500</u>
TOTAL ASSETS	<u>\$20,889,008</u>	<u>\$22,759,265</u>	<u>(\$1,870,257)</u>	<u>\$23,263,684</u>	<u>(\$2,374,676)</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES:					
Accounts payable	\$7,467	\$154,495	(\$147,029)	\$60,976	(\$53,509)
Due from (to) USA Swimming	(1,832)	13,781	(15,613)	99,871	(101,702)
Accrued expenses and other liabilities	471,850	55,529	416,321	41,646	430,204
Deferred revenue	131,945	106,640	25,305	135,740	(3,795)
Total Current Liabilities	<u>609,430</u>	<u>330,446</u>	<u>278,984</u>	<u>338,232</u>	<u>271,198</u>
NONCURRENT LIABILITIES:					
Total Liabilities	<u>609,430</u>	<u>330,446</u>	<u>278,984</u>	<u>338,232</u>	<u>271,198</u>
NET ASSETS:					
Unrestricted:					
Undesignated Operating Funds	35,706	(189,875)	225,581	26,972	8,733
Board Designated Operating Reserves	1,201,000	1,201,000	0	1,201,000	0
Board Designated Endowments	10,733,292	13,344,361	(2,611,068)	13,700,689	(2,967,397)
Total Unrestricted	<u>11,969,998</u>	<u>14,355,486</u>	<u>(2,385,488)</u>	<u>14,928,662</u>	<u>(2,958,664)</u>
Temporarily Restricted	2,634,580	2,423,334	211,247	2,346,790	287,790
Permanently Restricted	5,675,000	5,650,000	25,000	5,650,000	25,000
Total Net Assets	<u>20,279,578</u>	<u>22,428,819</u>	<u>(2,149,241)</u>	<u>22,925,452</u>	<u>(2,645,874)</u>
TOTAL LIABILITIES & NET ASSETS	<u>\$20,889,008</u>	<u>\$22,759,265</u>	<u>(\$1,870,257)</u>	<u>\$23,263,684</u>	<u>(\$2,374,676)</u>

USA Swimming Foundation, Inc.
Income Statement
For the 9 Months Ended September 30, 2020

	2020 Unrestricted	2020 Board Desig.	2020 Temp Restr	2020 Perm Restr	2020 YTD Total	2020 Annual Budget	2020 YTD Variance	2019 YTD Total	2019 YTD Variance
Revenue:									
Annual Campaign	\$158,263	\$0	\$0	\$0	\$158,263	\$700,000	(\$541,737)	\$359,093	(\$200,830)
Major Gifts/Grants	45,828	0	612,000	0	657,828	952,500	(294,672)	1,849,118	(1,191,290)
Major Gifts - Trustee Satisfied Restrictions	228,000	0	(228,000)	0	0	0	0	0	0
Major Gifts/Grants - Other Satisfied Restrictions	128,914	0	(128,914)	0	0	0	0	0	0
Endowment Distributions	315,000	(315,000)	0	0	0	0	0	0	0
Endowment Distributions - Club Relief Grants	3,000,000	(3,000,000)	0	0	0	0	0	0	0
Sponsorship	877,625	0	(200,000)	0	677,625	890,750	(213,125)	674,375	3,250
Swim-a-Thon	50,366	0	0	0	50,366	375,000	(324,634)	248,992	(198,625)
Olympic Trials VIP Packages	0	0	0	0	0	168,060	(168,060)	0	0
USA Swimming Support - Staff Allocation	0	0	0	0	0	335,000	(335,000)	0	0
Other Income	20,850	0	0	0	20,850	40,000	(19,150)	23,483	(2,633)
Investment Income (Loss)	12,056	347,603	232,704	25,000	617,362	785,000	(167,638)	2,063,340	(1,445,978)
Total Revenue	4,836,902	(2,967,397)	287,790	25,000	2,182,295	4,246,310	(2,064,015)	5,218,401	(3,036,107)
Expenses:									
Supporting Expenses:									
Annual Campaign	10,385	0	0	0	10,385	367,331	356,946	102,093	91,708
Major Gifts/Grants	16,887	0	0	0	16,887	428,958	412,071	71,616	54,729
Swim-a-Thon	31,754	0	0	0	31,754	168,144	136,390	60,722	28,968
Olympic Trials VIP Packages	20,850	0	0	0	20,850	168,060	147,210	0	(20,850)
Marketing	2,909	0	0	0	2,909	52,200	49,291	10,413	7,504
Operational and Administrative	701,001	0	0	0	701,001	467,291	(233,710)	1,011,493	310,491
Total Supporting Expenses	783,786	0	0	0	783,786	1,651,984	868,198	1,256,336	472,550
Program Expenses:									
Make a Splash - Grants	398,803	0	0	0	398,803	378,655	(20,148)	598,200	199,398
Make a Splash - Programs	116,851	0	0	0	116,851	899,121	782,270	418,311	301,459
Total Make A Splash Expenses	515,654	0	0	0	515,654	1,277,776	762,122	1,016,511	500,857
Building Champions - National Team Grants	452,649	0	0	0	452,649	900,000	447,351	465,000	12,351
Building Champions - Sport Dev. Grants	0	0	0	0	0	120,000	120,000	90,000	90,000
Building Champions - Club Relief Grants	3,000,005	0	0	0	3,000,005	0	(3,000,005)	0	(3,000,005)
Building Champions - Other Programs	46,644	0	0	0	46,644	118,990	72,346	40,128	(6,516)
Building Champions - Alumni Programs	29,430	0	0	0	29,430	107,060	77,630	37,093	7,662
Total Building Champions Expenses	3,528,728	0	0	0	3,528,728	1,246,050	(2,282,678)	632,221	(2,896,508)
Total Program Expenses	4,044,382	0	0	0	4,044,382	2,523,826	(1,520,556)	1,648,731	(2,395,651)
Total Expenses	4,828,169	0	0	0	4,828,169	4,175,810	(652,359)	2,905,068	(1,923,101)
Surplus (Deficit)	8,733	(2,967,397)	287,790	25,000	(2,645,874)	70,500	(2,716,374)	2,313,334	(4,959,208)
NET CHANGE IN TOTAL NET ASSETS	\$8,733	(\$2,967,397)	\$287,790	\$25,000	(\$2,645,874)	\$70,500	(\$2,716,374)	\$2,313,334	(\$4,959,208)

USA Swimming Foundation, Inc.
Income Statement
For the 9 months Ended September 30, 2020 and 2019

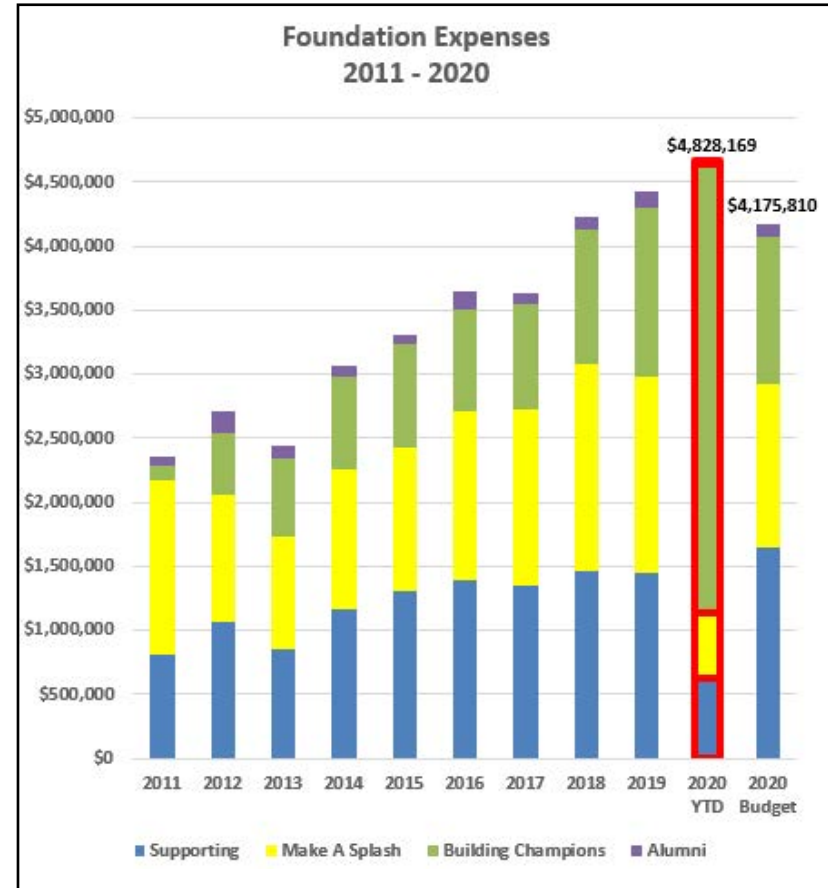
	Year-To-Date 2020	Budget 2020	Budget Remaining	Year-To-Date 2019	Favorable (Unfavorable)
UNRESTRICTED:					
Revenue:					
Annual Campaign	\$158,263	\$700,000	(\$541,737)	\$359,093	(\$200,830)
Major Gifts/Grants - Unrestricted	45,828	215,000	(169,172)	299,118	(253,290)
Major Gifts - Trustee Satisfied Restrictions	228,000	450,000	(222,000)	350,000	(122,000)
Major Gifts/Grants - Other Satisfied Restrictions	128,914	217,000	(88,086)	240,468	(111,554)
Endowment Distributions In	315,000	765,000	(450,000)	315,000	0
Endowment Distributions - Club Relief Grants	3,000,000	0	3,000,000	0	3,000,000
Sponsorship	877,625	890,750	(13,125)	874,375	3,250
Swim-a-Thon	50,366	375,000	(324,634)	248,992	(198,625)
Olympic Trials VIP Packages	0	168,060	(168,060)	0	0
USA Swimming Support - Staff Allocation	0	335,000	(335,000)	0	0
Other Income	20,850	40,000	(19,150)	23,483	(2,633)
Investment Income (Loss)	12,056	20,000	(7,944)	24,267	(12,211)
Total Unrestricted Revenue	4,836,902	4,175,810	661,092	2,734,796	2,102,106
Expenses:					
Supporting Expenses:					
Annual Campaign	10,385	367,331	356,946	102,093	91,708
Major Gifts/Grants	16,887	428,958	412,071	71,616	54,729
Swim-a-Thon	31,754	168,144	136,390	60,722	28,968
Olympic Trials VIP Packages	20,850	168,060	147,210	0	(20,850)
Marketing	2,909	52,200	49,291	10,413	7,504
Operational and Administrative	701,001	467,291	(233,710)	1,011,493	310,491
Total Supporting Expenses	783,786	1,651,984	868,198	1,256,336	472,550
Program Expenses:					
Make a Splash - Grants	398,803	378,655	(20,148)	598,200	199,398
Make a Splash - Programs	116,851	899,121	782,270	418,311	301,459
Total Make a Splash Expenses	515,654	1,277,776	762,122	1,016,511	500,857
Building Champions - National Team Grants	452,649	900,000	447,351	465,000	12,351
Building Champions - Sport Development Grants	0	120,000	120,000	90,000	90,000
Building Champions - Club Relief Grants	3,000,005	0	(3,000,005)	0	(3,000,005)
Building Champions - Other Programs	46,644	118,990	72,346	40,128	(6,516)
Building Champions - Alumni Programs	29,430	107,060	77,630	37,093	7,662
Total Building Champions Expenses	3,528,728	1,246,050	(2,282,678)	632,221	(2,896,508)
Total Program Expenses	4,044,382	2,523,826	(1,520,556)	1,648,731	(2,395,651)
Total Unrestricted Expenses	4,828,169	4,175,810	(652,359)	2,905,068	(1,923,101)
Operating Surplus (Deficit)	8,733	0	8,733	(170,272)	179,005
CHANGE IN UNDESIGNATED FUNDS	\$8,733	\$0	\$8,733	(\$170,272)	\$179,005

USA Swimming Foundation, Inc.
Income Statement
For the 9 months Ended September 30, 2020 and 2019

	<u>Year-To-Date 2020</u>	<u>Budget 2020</u>	<u>Budget Remaining</u>	<u>Year-To-Date 2019</u>	<u>Favorable (Unfavorable)</u>
BOARD DESIGNATED:					
Endowment Distributions Out	(\$3,315,000)	(\$470,000)	(\$2,845,000)	(\$315,000)	(\$3,000,000)
Investment Income	347,603	470,000	(122,397)	1,590,073	(1,242,471)
Change in Board Designated Net Assets	<u>(\$2,967,397)</u>	<u>\$0</u>	<u>(\$2,967,397)</u>	<u>\$1,275,073</u>	<u>(\$4,242,471)</u>
CHANGE IN UNRESTRICTED NET ASSETS	<u>(\$2,958,664)</u>	<u>\$0</u>	<u>(\$2,958,664)</u>	<u>\$1,104,802</u>	<u>(\$4,063,465)</u>
TEMPORARILY RESTRICTED:					
Major Gifts/Grants - Temporarily Restricted	\$612,000	\$737,500	(\$125,500)	\$1,550,000	(\$938,000)
Endowment Distributions Out - Satisfied Restrictions	0	(295,000)	295,000	0	0
Satisfied Restrictions	(556,914)	(667,000)	110,086	(790,468)	233,554
Investment Income	232,704	295,000	(62,296)	353,229	(120,525)
Change in Temp. Restricted Net Assets	<u>\$287,790</u>	<u>\$70,500</u>	<u>\$217,290</u>	<u>\$1,112,761</u>	<u>(\$824,971)</u>
PERMANENTLY RESTRICTED:					
Investment Income	25,000	0	25,000	95,771	(70,771)
Change in Perm. Restricted Net Assets	<u>\$25,000</u>	<u>\$0</u>	<u>\$25,000</u>	<u>\$95,771</u>	<u>(\$70,771)</u>
NET CHANGE IN TOTAL NET ASSETS	<u>(\$2,645,874)</u>	<u>\$70,500</u>	<u>(\$2,716,374)</u>	<u>\$2,313,334</u>	<u>(\$4,959,208)</u>

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

	SUPPORTING EXPENSES	PROGRAM EXPENSES	2020 YTD EXPENSES	2019 YTD EXPENSES	Variance
EXPENSES:					
Salaries and Benefits	\$445,695	\$0	\$445,695	\$853,006	\$407,312
Professional Services	40,518	186,075	226,593	372,834	146,241
Rent and Overhead	202,500	0	202,500	70,000	(132,500)
Apparel	20,850	0	20,850	18,793	(2,057)
Awards and Gifts	19,684	0	19,684	29,734	10,050
Travel	11,340	2,728	14,068	151,611	137,543
Freight and Postage	7,929	658	8,587	36,200	27,613
Printing and Duplication	7,720	0	7,720	56,166	48,446
Dues Fees & Subscriptions	5,963	757	6,720	12,824	6,104
Miscellaneous Expenses	5,522	0	5,522	10,596	5,075
Credit Card/ Blackbaud Fees	3,738	858	4,597	12,357	7,760
Telephone and Internet Service	3,776	48	3,825	6,731	2,906
Depreciation and Amortization	2,589	0	2,589	7,766	5,177
Recognition and Fulfillment	1,884	557	2,441	45,345	42,903
Catering and Entertainment	2,200	13	2,213	21,096	18,882
Office Supplies and Expense	1,879	0	1,879	7,189	5,310
Space/Equipment Rental	0	678	678	11,001	10,322
Video and Photography	0	552	552	10,488	9,936
Repairs and Equipment	0	0	0	13,083	13,083
Advertising	0	0	0	1,568	1,568
Graphics and Art Work	0	0	0	3,480	3,480
Subtotal	783,786	192,926	976,712	1,751,868	775,156
Grants - MAS	0	398,803	398,803	598,200	199,398
Grants - Club Relief	0	3,000,005	3,000,005	0	(3,000,005)
Grants - USA Swimming	0	452,649	452,649	555,000	102,351
Total Grants	0	3,851,457	3,851,457	1,153,200	(2,698,257)
TOTAL EXPENSES	\$783,786	\$4,044,382	\$4,828,169	\$2,905,068	(\$1,923,101)



USA Swimming Foundation
2020 Budget vs. 2020 Projection
As of 11/6/2020

	Actual 2019	Approved Budget 2020	Current Projection 2020	2020 vs. 2020 \$ Variance Favorable (Unfavorable)	2020 vs. 2020 % Variance Favorable (Unfavorable)	Comment
UNRESTRICTED:						
REVENUE:						
Annual Campaign	\$ 722,816	\$ 700,000	\$ 508,500	\$ (191,500)	-27.4%	Trials luncheon and fundraising postponed. Reductions in both Champions Club and donations under \$1,000.
Major Gifts/Grants	385,950	215,000	65,000	(150,000)	-69.8%	Goldfish fundraising commitment on pause for 2020.
Major Gifts - Trustee Satisfied Restrictions	350,000	450,000	400,000	(50,000)	-11.1%	Existing Trustee commitment was diverted to their endowment. Also reduced goal from two new trustees to one.
Major Gifts/Grants - Other Satisfied Restrictions	315,338	217,000	302,500	85,500	39.4%	Additional restricted donor gifts than budgeted.
Endowment Distributions	887,500	765,000	3,765,000	3,000,000	392.2%	Increased distributions due to BOD approved \$3 million for club relief grants.
Commercial Sponsorships	902,500	890,750	681,750	(209,000)	-23.5%	No money transferred from Swimming in suit contracts. Reduced Goldfish and Swimways sponsorships to only project Q1 payment received YTD. Remaining is P66.
Olympic Trials Packages	-	168,060	-	(168,060)	-100.0%	Postponed until 2021.
Swim-a-Thon	358,711	375,000	50,000	(325,000)	-86.7%	5% "royalty" fee will be waived through 2021.
USA Swimming Support - Staff Allocation	449,414	335,000	335,000	-	0.0%	
Other Income	25,425	40,000	30,000	(10,000)	-25.0%	Vlk, removed credit card rebates due to decreased volume.
Investment Income / Imputed Interest	25,094	20,000	20,000	-	0.0%	
Total Revenue	4,472,748	4,175,810	6,157,750	1,981,940	47.5%	
SUPPORTING EXPENSES:						
Annual Campaign	342,926	367,331	126,034	241,297	65.7%	Reduction primarily due to Trials luncheon, virtual silent auction, revised direct mail strategy, less in person CC events at GGA or Trials. Payroll reduced due to VSP.
Olympic Trials Packages	-	168,060	-	168,060	100.0%	Postponed until 2021.
Swim-a-Thon	131,837	168,144	115,982	52,162	31.0%	Payroll reduced due to VSP. Some fulfillment savings, but the Foundation is continuing to honor SAT fulfillment even without collecting the royalty revenue.
Major Gifts	483,336	428,958	297,994	130,964	30.5%	Savings in travel, hospitality and space rental for cancelled in person events.
Marketing	11,267	52,200	7,200	45,000	86.2%	Reductions tied to Trials campaigns and booth.
Salaries and Benefits	68,275	47,401	31,917	15,484	32.7%	
Board of Directors	16,061	35,125	3,729	31,396	89.4%	Reductions in travel/meetings (no in person meetings for 2020).
Trustee Council	4,327	15,160	3,790	11,370	75.0%	Reductions in travel (reduced in person events).
General and Administrative	393,720	369,605	366,605	3,000	0.8%	
Total Supporting Expenses	1,451,749	1,651,983	953,250	698,733	42.3%	
PROGRAM EXPENSES:						
Make a Splash - Grants	608,555	378,655	411,155	(32,500)	-8.6%	Net increase due to unbudgeted MAS restricted gifts received.
Make a Splash - Programs	917,170	899,122	681,904	217,218	24.2%	Reductions due to no PSA distrib or budgeted production of 2 videos, tour budget reduced to contracted amount, reduced travel to local partner conferences.
Total Make A Splash	1,525,725	1,277,777	1,093,059	184,718	14.5%	
Building Champions - Sport Development Grants	120,000	120,000	50,000	70,000	58.3%	Budgeted \$120K not distributed as the SAT 5% royalty will not be collected through 2021. New \$50K grant to Swimming for new Community Swim Team Program.
Building Champions - Other Programs	187,892	118,990	132,942	(13,952)	-11.7%	Athlete honoraria and payroll allocation.
Building Champions - National Team Grants	1,013,750	900,000	925,000	(25,000)	-2.8%	Additional restricted donor gifts than budgeted.
Building Champions - Alumni Programs	127,056	107,060	79,070	27,990	26.1%	Reductions due to cancellation of all alumni socials and postponement of alumni events at Trials.
Building Champions - Club Relief Grants		-	3,000,000	(3,000,000)	0.0%	One time Foundation BOD approved spend on Club Relief Grants.
Total Building Champions	1,448,698	1,246,050	4,187,012	(2,940,962)	-236.0%	
Total Program Expenses	2,974,423	2,523,827	5,280,071	(2,756,244)	-109.2%	
Total Unrestricted Expenses	4,426,172	4,175,810	6,233,321	(2,057,511)	-49.3%	
OPERATING SURPLUS (DEFICIT)	\$ 46,576	\$ (0)	\$ (75,571)	\$ (75,571)		

USA Swimming Foundation
2020 Budget vs. 2020 Projection
As of 11/6/2020

	Actual 2019	Approved Budget 2020	Current Projection 2020	2020 vs. 2020 \$ Variance Favorable (Unfavorable)	2020 vs. 2020 % Variance Favorable (Unfavorable)	Comment
Transfers to/from Operating Reserve		-	-	-		
Transfers to/from USA Swimming Endowment		-	-	-		
Incr. (Decr.) in Undesignated Net Assets	46,576	(0)	(75,571)	(75,571)		
BOARD DESIGNATED - ENDOWMENTS:						
Investment Income	2,231,402	470,000	470,000	-		Assumes neutral stock market.
Endowment Distributions	(600,000)	(470,000)	(3,470,000)	(3,000,000)		\$3M Club Relief Grants + schedule distributions from Board designated funds.
Incr. (Decr.) in Board Designated Net Assets	1,631,402	-	(3,000,000)	(3,000,000)		
Incr. (Decr.) in Unrestricted Net Assets	1,677,978	(0)	(3,075,571)	(3,075,571)		
TEMPORARILY RESTRICTED:						
Major Gifts - Temporarily Restricted	1,603,010	737,500	712,500	(25,000)		
Satisfied Restrictions	(865,338)	(667,000)	(702,500)	(35,500)		
Endowment Distrib. - Satisfied Restrictions	(287,500)	(295,000)	(295,000)	-		
Investment Income	586,044	295,000	295,000	-		
Incr. (Decr.) in Temporarily Restricted Net Assets	1,036,216	70,500	10,000	(60,500)		
PERMANENTLY RESTRICTED:						
Major Gifts - Permanently Restricted	-	-	-	-		
Satisfied Restrictions	-	-	-	-		
Present Value Discounts Earned	-	-	-	-		
Investment Income	95,771	-	-	-		
Incr. (Decr.) in Perm. Restricted Net Assets	95,771	-	-	-		
TOTAL INCREASE (DECREASE) IN NET ASSETS	2,809,965	70,500	(3,065,571)	(3,136,071)		

USA Swimming Foundation
2021 Budget vs. 2020 Projection
As of 11/6/2020

	Actual 2019	Current Projection 2020	Budget 2021	2020 vs. 2021 \$ Variance Favorable (Unfavorable)	2020 vs. 2021 % Variance Favorable (Unfavorable)	Comment
UNRESTRICTED:						
REVENUE:						
Annual Campaign	\$ 722,816	\$ 508,500	\$ 660,000	\$ 151,500	29.8%	Increases in CC and donations under \$1,000 revenue (the latter to include point of sale fundraiser in the merchandise tent at Trials).
Major Gifts/Grants	385,950	65,000	225,000	160,000	246.2%	Goldfish fundraising to resume in 2021.
Major Gifts - Trustee Satisfied Restrictions	350,000	400,000	325,000	(75,000)	-18.8%	6 trustees expire in 2020. One new/renewal yet unsigned budgeted for 2020 and 2 new/renewals budgeted to begin in 2021.
Major Gifts/Grants - Other Satisfied Restrictions	315,338	302,500	629,500	327,000	108.1%	Based on known satisfactions plus \$200K in new restricted gifts and \$100K to be raised in funding for Community Swim Team grants.
Endowment Distributions	887,500	3,765,000	765,000	(3,000,000)	-79.7%	No distribution for Club Relief Grants projected in 2021.
Commercial Sponsorships	902,500	681,750	766,516	84,766	12.4%	Budgeting \$50K in 2021 new Sponsorship dollars as well as return of Goldfish sponsorship dollars.
Olympic Trials Packages	-	-	168,060	168,060	0.0%	Trials ticket packages deferred until 2021. See corresponding expense below.
Swim-a-Thon	358,711	50,000	-	(50,000)	-100.0%	No royalty to be collected through 2021 as a club relief effort.
USA Swimming Support - Staff Allocation	449,414	335,000	335,000	-	0.0%	
Other Income	25,425	30,000	75,000	45,000	150.0%	Increase in credit card rewards and \$30K in alumni reunion revenue at Trials.
Investment Income / Imputed Interest	25,094	20,000	20,000	-	0.0%	
Total Revenue	4,472,748	6,157,750	3,969,076	(2,188,674)	-35.5%	
SUPPORTING EXPENSES:						
Annual Campaign	342,926	126,034	175,578	(49,544)	-39.3%	Increases in live silent auction, live CC and GGA events, Trials activations. Offset by decrease in direct mail program.
Olympic Trials Packages	-	-	168,060	(168,060)	0.0%	Trials ticket packages deferred until 2021. See corresponding revenue above.
Swim-a-Thon	131,837	115,982	115,069	912	0.8%	Continuing to honor SAT program expenses and fulfillment without collecting the royalty revenue.
Major Gifts	483,336	297,994	423,499	(125,505)	-42.1%	Assumes travel resumes to pre-COVID levels, postage and protocol increase as well.
Marketing	11,267	7,200	17,200	(10,000)	-138.9%	Increase in protocol due to Trials.
Salaries and Benefits	68,275	31,917	29,217	2,700	8.5%	
Board of Directors	16,061	3,729	35,125	(31,396)	-841.9%	Return to in person meetings and events.
Trustee Council	4,327	3,790	15,160	(11,370)	-300.0%	Assumes travel resumes to pre-COVID levels.
General and Administrative	393,720	366,605	369,605	(3,000)	-0.8%	
Total Supporting Expenses	1,451,749	953,250	1,348,512	(395,262)	-41.5%	
PROGRAM EXPENSES:						
Make a Splash - Grants	608,555	411,155	500,000	(88,845)	-21.6%	
Make a Splash - Programs	917,170	681,904	782,973	(101,068)	-14.8%	Budgeting for PSA and production of 2 videos cut in 2020, increase in Tour budget to in person, pre-COVID levels. Incr activations and promo.
Total Make A Splash	1,525,725	1,093,059	1,282,973	(189,913)	-17.4%	
Building Champions - Sport Development Grants	120,000	50,000	100,000	(50,000)	-100.0%	Budgeting to double Community Swim Team grants from 2020 to 2021.
Building Champions - Other Programs	187,892	132,942	128,663	4,279	3.2%	Athlete honoraria and payroll allocation.
Building Champions - National Team Grants	1,013,750	925,000	917,000	8,000	0.9%	Based on known contracts and donors.
Building Champions - Alumni Programs	127,056	79,070	118,505	(39,435)	-49.9%	Return of alumni socials and postponed alumni event at Trials.
Building Champions - Club Relief Grants	-	3,000,000	-	3,000,000	100.0%	No club relief grants projected in 2021.
Total Building Champions	1,448,698	4,187,012	1,264,168	2,922,844	69.8%	
Total Program Expenses	2,974,423	5,280,071	2,547,140	2,732,931	51.8%	
Total Unrestricted Expenses	4,426,172	6,233,321	3,895,652	2,337,669	37.5%	
OPERATING SURPLUS (DEFICIT)	\$ 46,576	\$ (75,571)	\$ 73,424	\$ 148,995		

USA Swimming Foundation
2021 Budget vs. 2020 Projection
As of 11/6/2020

	Actual 2019	Current Projection 2020	Budget 2021	2020 vs. 2021 \$ Variance Favorable (Unfavorable)	2020 vs. 2021 % Variance Favorable (Unfavorable)	Comment
Transfers to/from Operating Reserve	-	-	-	-		
Transfers to/from USA Swimming Endowment	-	-	-	-		
Incr. (Decr.) in Undesignated Net Assets	46,576	(75,571)	73,424	148,995		
BOARD DESIGNATED - ENDOWMENTS:						
Investment Income	2,231,402	470,000	470,000	-		Assumes neutral stock market.
Endowment Distributions	(600,000)	(3,470,000)	(470,000)	3,000,000		No club relief grants projected in 2021.
Incr. (Decr.) in Board Designated Net Assets	1,631,402	(3,000,000)	-	3,000,000		
Incr. (Decr.) in Unrestricted Net Assets	1,677,978	(3,075,571)	73,424	3,148,995		
TEMPORARILY RESTRICTED:						
Major Gifts - Temporarily Restricted	1,603,010	712,500	900,000	187,500		
Satisfied Restrictions	(865,338)	(702,500)	(954,500)	(252,000)		
Endowment Distrib. - Satisfied Restrictions	(287,500)	(295,000)	(295,000)	-		
Investment Income	586,044	295,000	295,000	-		
Incr. (Decr.) in Temporarily Restricted Net Assets	1,036,216	10,000	(54,500)	(64,500)		
PERMANENTLY RESTRICTED:						
Major Gifts - Permanently Restricted	-	-	-	-		
Satisfied Restrictions	-	-	-	-		
Present Value Discounts Earned	-	-	-	-		
Investment Income	95,771	-	-	-		
Incr. (Decr.) in Perm. Restricted Net Assets	95,771	-	-	-		
TOTAL INCREASE (DECREASE) IN NET ASSETS	2,809,965	(3,065,571)	18,924	3,084,495		

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (this “MOU”) entered into as of January 1, 2021 (the “Effective Date”) is by and between USA SWIMMING FOUNDATION, INC., a Colorado non-profit corporation (“Foundation”) and UNITED STATES MASTERS SWIMMING, INC., a Florida non-profit corporation (“USMS”). The Foundation and USMS are sometimes referred to herein each as a “Party” and collectively as the “Parties.”

RECITALS:

WHEREAS, the Foundation was organized and incorporated in 2004 as a non-profit organization that exists to raise and manage private resources that support the philanthropic, educational and community mission and priorities of USA Swimming (“USAS”) and its National Team, provide learn-to-swim programs, and enhance institutional excellence within the sport of swimming;

WHEREAS, USMS was founded in 1970 as a committee of the AAU and is a membership-operated national governing body that promotes health, wellness, fitness and competition for adults;

WHEREAS, the Foundation enters into this MOU with objectives including but not limited to engaging and cultivating relationships with USMS membership in support of the Foundation; and

WHEREAS, USMS enters into this MOU with objectives including but not limited to building its visibility, utilizing the knowledge and structure of a larger foundation, and providing added value to its membership via affiliation with the Foundation.

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

AGREEMENT:

1. TERM.

This MOU shall commence effective January 1, 2021, and shall continue through December 31, 2028, unless terminated in accordance with the provisions of Section 12 of this MOU (the “Term”).

2. THE PARTIES’ RELATIONSHIP

- a. The USMS CEO shall serve as an *ex-officio*, non-voting member of the Foundation Board of Directors.
- b. At least two candidates recommended by USMS, vetted by the Foundation Nominating Committee, and approved by Foundation and USAS Boards of Directors (as required per Foundation and USAS Bylaws) will be added as voting members of the Foundation Board effective January 1, 2021. Such Directors shall be subject to the Foundation Bylaws and Governing Policies requirements applicable to all Foundation Board members, including “give-get” contribution expectations.
- c. To ensure effective achievement of the items in this MOU, Foundation and USMS officers and representatives shall hold periodic meetings to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities.

- d. Both Parties shall maintain their tax-exempt status under Section 501(c)(3) of the Code and be responsible for protecting the confidentiality and privacy of their donors consistent with state and federal law.

3. FUNDRAISING ACTIVITIES

- a. USMS agrees to provide a Foundation donation option as part of its annual membership registration process. Amounts collected during USMS registration will be allocated to the minimum Adult Learn-to-Swim (“ALTS”) funding amount set forth in Section 4(b) below.
- b. USMS further agrees to transition its fundraising efforts from the *Swimming Saves Lives Foundation* to the Foundation, including by updating applicable webpages and links (e.g., Donate Now button) to direct to the Foundation.
- c. Nothing in this MOU shall prevent USMS from continuing to recognize past *Swimming Saves Lives Foundation* donors.
- d. USMS shall submit to the Foundation any funds it receives on the Foundation’s behalf, and full contact information for each donor, on a quarterly basis for previous calendar quarter.
- e. When distributing funds to the Foundation, USMS shall disclose any terms, conditions, or limitations imposed by the donor or legal determination of the gift. The Foundation shall abide by such restrictions and provide appropriate documentation when required.
- f. The Foundation shall promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and USAS and provide appropriate recognition and stewardship of such gifts.
- g. The Parties will develop an agreed upon process for donation tracking and reporting. Initially, the Foundation shall create a unique URL that can be passed along in all USMS solicitations and can be linked through from the USMS website. All donations originating from that URL will accrue towards the minimum ALTS funding amount per provision 4.b below.

4. GRANT PROGRAMMING

- a. The Foundation will identify targeted Learn-to-Swim program outcomes and related funding needs, based upon which the Foundation Board will commit to minimum funding levels that USAS will incorporate into its annual budget planning. Grant awards and future funding commitments will be reviewed and determined by the Foundation Board annually.
- b. The Foundation agrees to provide a minimum of One Hundred Thirty Thousand Dollars (\$130,000) per year in grants to ALTS programs.
- c. If funds raised for the Foundation by the USMS via the Annual Membership Registration Donation Option described in Section 2(a) above exceed One Hundred Thirty Thousand Dollars (\$130,000) in a calendar year, such excess funds will be allocated for related charitable activities, as mutually agreed by the Parties, with priority given to clubs and facilities that have both USMS and USAS teams.

5. LICENSING RIGHTS & JOINT MARKETING RESPONSIBILITIES

- a. Subject to USMS's continued compliance with the terms and conditions of this MOU, Foundation hereby grants to USMS during the Term a non-exclusive, non-assignable, non-transferrable and revocable license to use the Foundation trade names, logos, insignia, symbols, service marks and trademarks which either (i) have been expressly approved in writing by the Foundation for use by USMS or (ii) are set forth in the attached Exhibit A ("Foundation Marks"), within the fifty United States, Puerto Rico, and U.S. Military installations throughout the world (the "Territory") in connection with this MOU. All proposed uses of Foundation Marks shall be subject to Foundation's review and prior written approval.
- b. Subject to the Foundation's continued compliance with the terms and conditions of this MOU, USMS hereby grants to the Foundation during the Term a non-exclusive, non-assignable, non-transferrable and revocable license to use the USMS trade names, logos, insignia, symbols, service marks and trademarks, including the "Swimming for Life" trademark, which either (i) have been expressly approved in writing by USMS for use by the Foundation or (ii) are set forth in the attached Exhibit B ("USMS Marks"), within the Territory in connection with this MOU. All proposed uses of USMS Marks shall be subject to USMS's review and prior written approval.
- c. Nothing herein contained shall be construed as an assignment or grant to one Party of any right, title or interest in or to the other's Marks or in or to any copyright, design patent or trademark on the Marks, beyond the grant of the licensing rights on the terms herein specified.
- d. The Parties shall develop an annual or other periodic joint marketing plan that will specify mutual promotional commitments. Elements of the initial plan are to include:
 - i Announcement messaging/campaign in Q4 2020/Q1 2021.
 - ii Quarterly messaging throughout USMS channels to promoting partnership or specific Foundation campaigns. USMS to also include messaging in *Streamlines*.
 - iii USMS/ALTS promotion within Foundation communications/campaigns
 - iv Promotion of partnership in USMS new member welcome packages and certification courses.
 - v Foundation booth space at annual USMS national championships
 - vi USMS inclusion at Foundation Golden Goggles event
 - vii Revenue sharing for co-branded merchandise
 - viii Net proceeds from the 2021 Smarty Pants Vitamins USMS Fitness Series event registration to accrue towards the minimum ALTS funding amount per provision 4.b above.
- e. Foundation and USMS shall recognize the other as its "Official Partner" with respect to ALTS programming. Either Party may use this statement of association for advertisement and promotional purposes, subject to the terms and conditions of this MOU.

6. TERMINATION

- a. Either Party may terminate this MOU upon (i) the affirmative vote of not less than seventy-five percent (75%) of the members of its Board and (ii) ninety (90) days prior written notice to the other Party. Within ten (10) days of the initial written notice of the intention to terminate this MOU, the Party initiating the termination shall act in good faith to schedule and participate in a meeting to

resolve differences, which meeting shall include Foundation and USMS executives and both Parties' Board chairs (or their designees). At such meeting, the Parties shall use their best efforts to resolve all differences.

- b. Notwithstanding the foregoing, either Party may terminate this MOU in the event the other Party defaults in the performance of its obligations and fails to cure the default within thirty (30) days after receiving written notice.
- c. Upon expiration or termination of this MOU, the Parties shall immediately cease any new uses of the other's Marks and shall cause all existing uses of Marks to be canceled, removed or otherwise terminated within seven days after the effective date of termination.

7. MISCELLANEOUS

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

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

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

Peter Guadagni
President, Board of Directors
United States Masters Swimming, Inc.

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

Dawson Hughes
Chief Executive Officer
United States Masters Swimming, Inc.

EXHIBIT A: FOUNDATION MARKS

EXHIBIT B: USMS MARKS

USA Swimming Foundation Board Member Nominees

CULLEN JONES: Cullen is well-known to the swimming community and to the Foundation. As a Make-A-Splash Ambassador, he is familiar with, and supportive of, the Foundation's programs. He is currently working in philanthropy which gives him insight into the fundraising goals of the Foundation. He believes that we have to help people remember why they love swimming and help them re-engage with the sport.

Make-A-Splash is important to him because he feels it's "bigger than he is." He feels the mission deeply and is willing to "drop everything" for MAS. He loves working with the kids directly, especially those at risk, and feels that the Foundation can make MAS what it "needs to be."

Cullen has an expansive network because of his work with Speedo. He believes he can help Scott with the fundraising goals of the Foundation as well as reconnecting with National Team alumni. He also sees a need for better use of both pillars-using saving lives to build champions. He wants to go where the need is for saving lives.

Cullen's extensive knowledge about the Foundation's programs, especially his deep involvement with Make-A-Splash, as well as his career in development make him ideally suited for a position on the Foundation Board. He wants to help bring the Foundation's MAS program back its focal point of saving lives to go where the real need is. He feels like he understands what the Foundation needs from him and is ready to jump in. He will be passionate and say what he thinks but doesn't expect to be right all the time. Voicing his opinion is important but he doesn't have to have "his way." Cullen would be a great member of the Board even outside of his athlete status and the Nominating Committee fully supports his election.

JEFF MOXIE: Jeff is one of two nominees from US Masters for a position on the Foundation Board. Jeff has been active with USMS for a long time, having served as President of the organization, and worked hard to expand adult swimming through Swimming Saves Lives (SSL). He was not as familiar with the work of the USA Swimming Foundation but believes that the goals of SSL & MAS dovetail nicely. He says that SSL isn't what he hoped it would be and wants to be able to expand it to include the value of swimming on/for mental health. He raised the issue of pool accessibility several times and understand the importance of keeping facilities open to keep swimmers engaged.

Because of his background in finance and the corporations he's worked with, Jeff has significant connections and contacts for fundraising and help the Foundation "pitch" to corporate America, apply for grants and figure out how to engage Masters swimmers in the mission of the Foundation. He seems amenable to anything that the Foundation needs from him.

Jeff has enjoyed his work with SSL but believes that there is so much more that can be done to improve the program. SSL was hampered by slow decision-making and lackluster fundraising. He believes that his strengths as a Board member, other than his corporate financial experience, is his ability to listen to both sides, make informed decisions, admit when he's wrong and be able to provide public support for decisions even if doesn't necessarily agree. He is retired and not serving on no other Boards. His ultimate goal is to leave a legacy and make a difference. He had no questions for the Committee.

JAY DE FINIS: Jay is the other of the two nominees from US Masters for a position on the Foundation Board. Jay has been active with USMS for a long time and served as President of the organization. Jay has been a HS swimmer, triathlete and open water swimmer. He got into Masters years ago to help him manage grief over the loss of a loved one. He is passionate about the complete cycle of swimming (“Swimming for life is a cool thing”) especially teaching adults to swim. He spoke about the 87 drownings in Lake Erie which reiterates why this is so important. He has worked hard to expand adult swimming through Swimming Saves Lives (SSL).

Jay believes that SSL is a good brand but USMS didn’t really know what to do with it. He believes that swimming needs to be better about helping people in need. He wants to participate in fundraising and engage Masters swimmers at the grassroots level in the important mission of teaching people to swim. He is interested in new initiatives and has some fundraising ideas, including how to raise grant money. He has extensive fundraising experience including with auctions and planned giving. Jay is familiar with the USAS Foundation & has been a contributor in the past.

Jay described himself as a process person and a good listener who values diversity in all its forms. He is willing to help with anything on the Board and says he will bring good energy but also a willingness to have “courageous conversations.” He said that he is “an Average Joe but swimming has changed my life.” Jay seemed genuinely enthusiastic about the opportunity, would bring good experience to the Board and clearly has a passion about the importance of learning to swim. He may be able to provide a nice bridge between SSL & the Saving Lives mission of the Foundation

Foundation Proposed Bylaws Change

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

Proposed Updates to Corporate Bylaws (11/20/2020)

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). 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 Body, ~~as provided for in Article VIII of the USOC Constitution,~~ or involving the opportunity of any athlete, coach, trainer, manager, administrator or official to participate in international competition, as provided for in ~~Article IX of the USOC Constitution~~ the Ted Stevens Olympic & Amateur Sports Act.

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 that 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.

2.8 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 Zone-National Board of Review until the judgment is satisfied.

TO: Bob Vincent
CC: Chris Brearton, Tim Hinchey, Lucinda McRoberts
FR: Bill Charney
RE: HoD Advocacy
DA: November 10, 2020

Bob, per your request after our discussions and comments, here are proposed policy changes codifying a Board role with regard to putting forth and advocating for HOD legislation:

Policy 2.2 – Board Objectives, Section 1 - “Connection with Members”:

- B. Advocacy:** The Board will inform the membership, the USOPC, and the American public of USA Swimming’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 Delegates.
 - ii. The Board will proactively communicate its rationale for and the implications/intended benefits of legislative changes it proposes to the House of Delegates.

Policy 2.3 – Board Work Plan and Agenda Preparation, Section 2 - “Work Plan Development”

- 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 and Advocacy for Board-Proposed Changes to the USA-S Rule Book: The schedule for Board review and consideration of proposed changes prior to the May 15th deadline, and determination of communications strategy to help Delegates make informed decisions, with understanding of the rationale for and implications/intended benefits of Board-proposed legislative changes.**

Policy 2.8.6 – Governance Committee, Section A – “Deliverables:

- A. Deliverable #1:** As directed by the Board or requested by the Chair, preparation and/or review of proposed ~~policy/Bylaws~~ revisions to Governing Policies, Bylaws, and Board-proposed revisions to the USA Swimming Rules and Regulations, and implications for Board consideration.
- Deliverable #2:** Thorough orientation and training of new Board members.
- Deliverable #3:** Recommendations for Board consideration regarding additional Board training opportunities to enhance the Board’s governance skills and capabilities.

Third Page (after Doping Control)

USA SWIMMING POLICY MANUAL

The **USA Swimming Policy Manual** is available on USA Swimming's website: usaswimming.org (Resources/Governance & LSCs//Policies & Bylaws).

Page 15

EX-OFFICIO — a member of a board or committee serving by virtue of some other office or position held (whether in USA Swimming, in an Allied or Affiliate Member, or otherwise), or by virtue of an appointment to such committee or board pursuant to the Bylaws of USA Swimming. Ex-officio members have full rights of membership including the right to vote (unless otherwise provided in the Bylaws or **Policy Manual**). Ex-officio members without the right to vote are not counted to establish a quorum (unless expressly provided otherwise in the Bylaws).

Page 16 – Official Glossary

NATIONAL AGE GROUP (NAG) RECOGNITION TIME — an official time that qualifies as one of the fastest for a given age group as defined in the SWIMS portion of the **Policy Manual**.

Page 17 – Official Glossary

POLICY MANUAL — document adopted by the USA Swimming Board of Directors that specifies policies and procedures not contained in Rules & Regulations.

Page 38

102.23 PROTESTS

.1 Protests against the judgment decisions of starters, stroke, turn, place and relay take-off judges can only be considered by the Referee and the Referee's decision shall be final.

.2 Protests regarding an athlete's competition category may only be heard by the National Eligibility Appeal Panel as outlined in the current **USA Swimming Policy Manual**. A protest shall not prohibit the athlete from competing in his or her stated competition category until such time as the National Eligibility Appeal Panel has issued a decision.

Page 46

103.3 RACING COURSE DIMENSIONS

.1 /M/ Length.

A Long Course: 50.00 meters (164 feet and 1/2 inch).

B Short Course: 25.00 yards or 25.00 meters (82 feet and 1/4 inch).

C Dimensional Tolerance: Against the required length, a tolerance of minus (-) 0.000 meters in a vertical plane extending 0.3 meters (12 inches) above and 0.8 meters (2 feet 7-1/2 inches) below the surface of the water at all points of both end walls. The plus tolerances apply for National, Trials Class, FINA and international competition. See the

current **Policy Manual** and FINA Facilities Rules FR2 for details.

Page 62

202.5 CONDITIONS OF SANCTION — Any event for which a sanction is required according to 202.1 is subject to the following conditions:

.1 No swimmer who is not a member as provided in Article 302 will be allowed to compete or participate except as provided under 202.9 or USA Swimming's "open border" policy included in its **Registration Manual**.

Page 68

203.9

.1 A swimmer who is a member of another Federation may compete in USA Swimming sanctioned competition with written permission of his/her Federation to do so. Except as provided in 207.9.7 and the **USA Swimming Policy Manual**, the swimmer may swim for a USA Swimming club or team with the consent of the swimmer's Federation, in which event the swimmer shall remain a member of the swimmer's Federation, under its control and supervision. The swimmer shall register with USA Swimming, and be subject to the Rules and Regulations of USA Swimming (including specifically Article 303 of the Rules and Regulations).

Page 74

206.5 METHOD OF GRANTING AWARD

.1 USA Swimming Championships and meets designated as national meets may be awarded to a USA Swimming member in good standing or to an organization approved by USA Swimming for the purpose of assuming full responsibility to conduct the USA Swimming Championship as agreed to in writing.

.2 The award process shall be conducted by the Chief Executive Officer in accordance with the provisions of the **USA Swimming Policy Manual**.

Page 74

207.1 GENERAL — USA Swimming may conduct USA Swimming National Championships, Trials Class meets, U.S. Open Championships, and Open Water Championships. The designation of each of these championships shall include the name of the national sponsor, if any, for that meet. Additional sponsorship may be requested for the host club or the host LSCs provided the sponsorship is in accordance with the **USA Swimming Policy Manual** and approved in writing by the Chief Marketing Officer.

Page 76

207.7 PROOF OF ENTERED TIME — Procedures for obtaining proof of time shall conform to the current edition of the **USA Swimming SWIMS Time Module Policy Manual**. Official times achieved in accordance with the requirements of 102.24.1 may be used to enter the meet.

Page 76

207.9 ENTRIES

.1 A swimmer and/or relay team will be officially entered when the entries are received by USA Swimming prior to the meet entry deadline. The method and procedure for submission of entries will be stated in the meet announcement.

207.9

2020 Rules & Regulations 77

.2 An unattached swimmer shall be identified with the LSC in which the swimmer is registered.

.3 In National Championships, a swimmer may enter and compete, except as provided in

102.2.2, in any number of individual events in which the qualifying time standards have been met.

.4 Entry times for individual and relay events shall:

A Be the best competitive times of swimmers except as otherwise provided in this Article 207 or the **USA Swimming Policy Manual**.

Page 78

.2 Schedule

A Except as otherwise stated in the **USA Swimming Policy Manual**, a minimum of two (2) hours must elapse between the end of the last preliminary heat and the start of the first race in the finals on any one day, during which time the pool must be available for warm-up. Starting times for the preliminary and finals sessions shall be published in the meet announcement and reviewed at the general meeting. Starting times shall be as consistent as possible throughout the meet. At the general meeting, a schedule shall be made available for the first day's competition, including starting times for the first race in each preliminary event and for each race in the finals. Each day a schedule shall be made available for the following day's competition including all the same information. No event shall start prior to the time established for that event or race.

Page 92

.2 Competition Category

A At the time of membership registration, an athlete shall state a competition category of male or female for the purpose of athlete swimming eligibility, competition, selection and records. Any athlete wishing to change his or her competition category may apply to do so following the procedures outlined in the current **USA Swimming Policy Manual**.

An athlete's competition category shall be referred to as "gender" within the Rulebook.

B Protests lodged regarding an athlete's competition category shall not prohibit the athlete from competing in the stated competition category. An athlete may swim under protest until such time as heard by the National Eligibility Appeal Panel as outlined in the current **USA Swimming Policy Manual**.

Page 93

303.5 No Individual Member or Group Member of USA Swimming shall coach, train or provide swimming-related advice or service to any swimmer who is serving a period of ineligibility or provisional suspension for an anti-doping rule violation. In accordance with

policies and procedures in the **USA Swimming Policy Manual**, Coaches and Group Members are required to report any non-member of USA Swimming ranked in the top 100 in the world who participates in team activities.

Page 108

D Operation: The National Team Steering Committee shall operate according to policies adopted and published in the **Steering Committee Manual**.

Bylaws Page 5

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; those specifically assigned by the Board of Directors; and those specified in the **USA Swimming Policy Manual**. 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 an ex-officio, non-voting member of the Board of Directors.

Bylaws Page 5

.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; those specified in the **USA Swimming Policy Manual** or specifically set forth in these Bylaws. The Treasurer & CFO shall serve at the pleasure of the President & CEO.

Bylaws Page 5

.3 Vice-Chair Fiscal Oversight — The Vice-Chair Fiscal Oversight shall perform such duties as outlined in these Bylaws and **Policy Manual**, or as otherwise assigned by the Board of Directors.

Bylaws Page 10

.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 Policy Manual**.

Bylaws Page 10

.3 Athletes Executive Committee – The Athletes Executive Committee (AEC) shall be a thirteen (13) person subcommittee of the Athletes Committee and is charged with leading the business of the Athletes Committee. Members of the AEC must be eligible to be members of the Athletes Committee. The AEC shall elect its own officers, pursuant to the procedures established in the Athletes Executive Committee (AEC) and USA Swimming Athletes Committee Operating Policy Manual located in the **USA Swimming Operating Policy Manual**. The AEC is composed of the following additional members:

A Ten (10) At-Large Members elected by the Athletes Committee each to a two (2) year term, but no more than two (2) consecutive terms, except as provided in the Athletes Executive Committee (AEC) and USA Swimming Athletes' Committee Operating Policy Manual located in the **USA Swimming Operating Policy Manual**. Five (5) At-Large Members shall be elected each year, except as listed in the Athletes Executive Committee 11 (AEC) and USA Swimming Athletes Committee Operating Policy Manual located in the **USA Swimming Operating Policy Manual**.

Bylaws Page 11

.4 Athletes Executive Committee Officers – The AEC officers shall be the Chair, Vice Chair, Athletes' Leadership Chair, and Athletes Programming and Events Chair. Officers of the AEC shall be elected by the AEC to two (2) year terms, but no more than two (2) consecutive terms. Officers of the AEC must have been elected to the AEC by the Athletes Committee for their current term as established in the Athletes Executive Committee (AEC) and USA Swimming Athletes Committee Operating Policy Manual located in the **USA Swimming Policy Manual**.

Bylaws Page 11

.8 Whenever, under these Bylaws, the Athletes Executive Committee is empowered to elect or appoint one or more representatives, the Athletes Committee shall establish written criteria for eligibility for such representation, unless such criteria are otherwise set forth in the Rules and Regulations. The Athletes Committee may establish written criteria for the internal governance of the committee. Such criteria so established shall be published in the Athletes Committee Manual included in the **USA Swimming Policy Manual**.

Bylaws Page 13

.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**.

Bylaws Page 17

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 **USA Swimming Policy Manual**.

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 11, 2020

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 6, 2020.

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.

As we conveyed to the Board last year, the Sport Development team believes that the KPIs in this End report require significant review, reassessment and ultimately renewal in order to most accurately measure success or lack thereof moving forward. While this process initially was slated to occur this year, there was both a significant restructuring of the Sport Development department, as well as a need to focus on agilely adapting to the COVID-19 pandemic. We now plan to begin this effort in the coming weeks and expect to present our progress and thoughts to the Board in the coming months.

While specific effects are listed below as they pertain to the respective policy provision, I note that the global Coronavirus pandemic has significantly affected not only USA Swimming as a whole, but additionally the sport of swimming from a local to an international level. Given that the achievement of this policy provision is predicated on the ability for athletes, coaches and clubs to utilize the resources provided by USA Swimming, this performance monitoring report will in many cases not be able to report "achievement", however I do not believe this to be an accurate reflection of our performance in certain categories. To reflect the current reality, I have opted to include "COVID-adjusted" interpretations for certain policy provisions in addition to the original pre-COVID interpretations and KPIs.

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. Maintain at least 88% annual retention for athletes age 13 and older (ranged 83.8 – 89.6 % over past 10 years). *(Note: this retention calculation previously only included Premium and Outreach Athletes. We are now looking at our entire athlete membership for Retention rates.)*
2. Increased use (within capacity limitations) and valuation of opportunities for athlete education in the areas of performance and character development (videos, camps, leadership summits, AEC, etc.).
3. Video review services (with views and downloads) available for athletes (with an increase from 2019).

REPORT:

2020 Key Performance Indicators	Results Summary	Achievement												
1. Maintain at least 88% annual retention of athletes 13+ (ranged 83.8%-89.6% over past 10 years).	<table><tr><td></td><td>2019</td><td>2020</td></tr><tr><td>Overall</td><td>71.1%</td><td>66.4%</td></tr><tr><td>12 -Un</td><td>57.3%</td><td>53.5%</td></tr><tr><td>13-Ov</td><td>87.4%</td><td>81.5%</td></tr></table>		2019	2020	Overall	71.1%	66.4%	12 -Un	57.3%	53.5%	13-Ov	87.4%	81.5%	No
	2019	2020												
Overall	71.1%	66.4%												
12 -Un	57.3%	53.5%												
13-Ov	87.4%	81.5%												
3. Video review services available to athletes	No meets in which video review services are available to athletes were held due to COVID-19.	NA												

Athlete retention rates for the past decade are shown below. Retention rates were trending well into mid-March when the season essentially ended from a registration perspective.

Retention	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Overall %	66.9%	68.0%	69.7%	71.7%	68.2%	69.6%	70.9%	72.5%	69.8%	71.1%	66.4%
12-Un %	54.5%	55.5%	56.9%	58.7%	55.4%	56.6%	57.2%	58.5%	56.1%	57.3%	53.5%
13-Over %	83.8%	84.7%	86.7%	89.2%	86.2%	87.0%	88.4%	89.6%	86.6%	87.4%	81.5%

With the effects of the Coronavirus pandemic, USA Swimming primarily shifted to virtual programming to fulfill the needs of our membership in regard to athlete education (performance and character development). Those opportunities included:

- Impacted 250 athletes through virtual She LEADS/We LEAD opportunities - *attendee ratings well above 90%*
- Impacted 40 female coaches through a Virtual Women's Leadership Summit - *attendee ratings well above 90%*
- Impacted 100 coaches through the virtual Building Connections leadership series - *attendee ratings above 90%*
- Both the LSC Coach Mentorship Grant Program (10 LSCs) and the LSC Athlete Leadership Summit Grant Program (18 LSCs) recipients pivoted to either virtual events or a timing shift to host events later in the year in a safe manner.
- Hosted virtual opportunities for the cancelled Zone Select Camps, Zone Diversity Select Camps and National Diversity Select Camp servicing 368 athletes.
- Conducted over 75 virtual education opportunities for various membership groups with over 4,000 recording views.
- Shifted the Regional Coach Clinic program to a virtual format reaching over 90 coaches across three sessions.

In the past, USA Swimming's efforts over the last 6-7 years in providing video review services at major competitions have been a success. Patterned after the services provided by National Team staff to National Team athletes, this

program, led by Sport Development staff, has reached thousands of athletes at seven separate competitions. Unfortunately, due to COVID-19, none of these seven meets were able to be held.

Ensuring that athletes benefit from swimming involvement is at the forefront of all that we do. As there are limitations as to how the national organization can directly serve the athlete membership, leveraging this with resources to coaches and clubs is vital, and this will continue to be reflected in Sport Development's efforts and innovations in the coming years.

Due to decreased retention rates, I report **NON-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. Year-to-year improvement in evaluation ratings from coaches attending the Regional Coaches Clinics.
Note: attendance numbers at these clinics are somewhat based upon location, and how near they are to cities (versus rural).
2. 80 Combined Sports Performance Visits per year, with Y-T-Y increases in participant overall evaluations.
3. Y-T-Y growth in number of coaches attending educational camp tracks, with emphasis on Y-T-Y increases in participant ratings of each experience. Coach experience ratings should be at least 4.0 on a 5.0 scale.
4. Y-T-Y growth of Safe Sport trainings:

In addition to these anticipated short-term results, longer-term planning to elevate how coaches value USA-S for their professional development will include two significant benchmarking initiatives:

5. Assess valuation/usage of the Athlete Development Model (ADM). Track usage of ADM by USA Swimming Coaches in order to establish relevant and realistic KPIs.
6. Survey of coaches Identifies Net Promoter Score (NPS), with targeted subsequent Y-T-Y increases. ("If you met a colleague new to swim coaching, on a 0-10 scale (10 highest) what is the likelihood you would recommend USA Swimming as a resource for professional growth?" Followed by "What one thing could USA Swimming do or offer that will elevate the number in the response above?"
7. Implement use of NPS as a regular tool to assess specific program valuation. Benchmark, and use as evaluative criteria.

REPORT:

2020 Key Performance Indicators	Results	Achievement
1. Y-T-Y improvement in evaluation scores from previous year's Regional Coaches Clinics	2019 evaluation scores: 90% 2020 evaluation scores: 90% *Moved the RCC offering to one single Virtual Coaches Clinic (VCC) in 2020* 2020 attendees: 90 compared with 185 in 2019. Of 22 respondents, 22 (100%) "would recommend VCC to another coach."	Yes

2. 80 Combined Sports Performance Visits per year	2018 - 2019: 82 visits 2019 - 2020: 14 visits – travel ceased in March 2020	NA
3. Y-T-Y growth in number of coaches attending educational camp tracks, with emphasis on Y-T-Y increases in participant ratings of each experience; Coach experience ratings should be at least 4.0 on a 5.0 scale	Aggregate Coach Education Attendance: 2018 - 2019: 8% growth 2019 - 2020: NA 2019 National Select Camp: 81 coaches. 2020 National Select Camp: not hosted in 2020 Conducted over 75 virtual education opportunities for various membership groups with over 4,000 recording views. Coach experience rating: 4.0 as recorded content allowed for more viewership and flexibility around challenging schedules	Yes
4. Safe Sport staff trainings for coaches and athletes	2019 trainings: 2,724 (in-person) 2020 trainings to-date: 7,334 [as of 11/5/2020] (<i>virtual</i>)	Yes
5. Assess valuation/usage of the Athlete Development Model (ADM)	Athlete Development Model (ADM) was revamped and reestablished on the USA swimming website. Current usage of ADM is 15% by USA Swimming coaches	Yes
6. Survey of coaches Identifies Net Promoter Score (NPS), with targeted subsequent Y-T-Y increases	The NPS of attending Coaches was 10.	Yes
7. Implement use of NPS as a regular tool to assess specific program valuation; benchmark and use as evaluative criteria.	Sport Development department utilizes Qualtrics and NPS with all post event evaluations and surveys.	Yes

We are committed to USA Swimming being highly relevant as a resource for coaches, and particularly recognize the need to invest in a stronger coach education platform that covers a variety of subjects to help provide more well-rounded resources for coaches. 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 the 4th quarter of 2021.

Safe Sport staff trainings increased by almost three times the training numbers from 2019. Coach, athlete *and parent* training and education for Safe Sport has increased significantly in 2020 from 2018 and 2019 trends, with 3,123 trained in 2018, nearly 2,724 in 2019 and 7,334 thus far this year. This was largely due to taking advantage of virtual training opportunities. Safe Sport staff created monthly virtual education sessions target audiences consisting of athletes, parents, coaches, LSCs and clubs. This resulted in demonstrably high engagement from membership throughout the year.

I report **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. *The Flex membership base grows year-over-year.*

2. Implement use of NPS as a regular tool to assess specific program valuation. Benchmark, and use as evaluative criteria to ID what members want/need going forward.
3. Growth in USA Swimming clubs that achieve Club Recognition levels:

	<u>2018 -2019</u>	<u>2019-2020</u>
Level 1	4%	-1.4%
Level 2	5%	7.4%
Level 3	2.1%	12%
Level 4	10%	13.6%

REPORT:

2020 Key Performance Indicators	Results	Achievement															
1. The Flex membership base grows year-over-year.	2019 Flex membership: 25,140 2020 Flex membership: 26,153	Yes															
2. Implement use of NPS as a regular tool to assess specific program valuation	NPS has been implemented as a metric to see how much attendees of a course or clinic would promote the experience to another USA Swimming member. It is on a scale of 1-10.	Yes															
3. Growth in USA Swimming clubs that achieve Club Recognition levels	<table> <tr> <th></th><th><u>Actual</u> <u>2018-19</u></th><th><u>Actual</u> <u>2019-20</u></th></tr> <tr> <td>Level 1</td><td>4%</td><td>-1.4%</td></tr> <tr> <td>Level 2</td><td>5%</td><td>7.4%</td></tr> <tr> <td>Level 3</td><td>2.1%</td><td>12%</td></tr> <tr> <td>Level 4</td><td>10%</td><td>13.6%</td></tr> </table> <p>Over the last year, there has been growth in USA Swimming Clubs that achieve Club Recognition levels (Level 2, 3, and 4).</p>		<u>Actual</u> <u>2018-19</u>	<u>Actual</u> <u>2019-20</u>	Level 1	4%	-1.4%	Level 2	5%	7.4%	Level 3	2.1%	12%	Level 4	10%	13.6%	Yes
	<u>Actual</u> <u>2018-19</u>	<u>Actual</u> <u>2019-20</u>															
Level 1	4%	-1.4%															
Level 2	5%	7.4%															
Level 3	2.1%	12%															
Level 4	10%	13.6%															

The 2nd year of Flex Membership had a slight increase in athlete members over 2019, even with limited registrations after the middle of March. Through 10/31/2020, the Flex membership numbers are on par with the 2019 season. However, as noted in 1.4 that growth may not reflect use of Flex as intended as a one-time entry level membership. So, while there is growth in the number of Flex memberships, there is not a proportionate accompanying growth in membership.

The Sport Development leadership team has been revamped with Abigail Howard leading Membership Affairs, MJ Truex overseeing Education, Programs, and Team Services, while Patrick Murphy has assumed responsibility for Data Analytics and significant elements of Information Technology. With this team in place, we will now comprehensively evaluate existing KPIs in the 4th quarter of 2020 and share updated KPIs with the Board no later than the January/February 2021 meeting.

The Team Services Department, led by Brendan Hansen, was reorganized in June 2020 with the departure of 4 of its existing members. This department now consists of Juan Caraveo (Western zone), Jay Chambers (Central zone), Jaime Lewis (Southern zone) and Brendan Hansen (Eastern zone). They support clubs, coaches and LSCs in their respective zones.

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. *Increase reach in Safe Sport training and education opportunities to 3,000 individuals receiving in-person training with at least one in-person training opportunity per month.*
2. *Increase to 20% clubs achieving Safe Sport Recognized Program status and show growth in the number of Safe Sport Recognized Clubs.*
3. Inclusive: Y-T-Y growth of multi-cultural component of USA-S membership (per USOPC Scorecard).
4. Growth in % of LSCs whose leadership participates in DEI education at least every two years.
5. 3% Growth of USA Swimming membership through Community Swim Team programs.

REPORT:

2020 Key Performance Indicators	Results	Achievement
1. Increase reach in Safe Sport training and education opportunities to 3,000 individuals receiving in-person training with at least one in-person training opportunity per month.	Training sessions 2019: 51 Training sessions 2020 (as of 10/30/2020): 66 Total individuals trained 2019: 2,724 Total individuals trained 2020: 7,334	Yes
	ATHLETES: 2019: 17,743 athletes were trained via LEARN. This represents 7.5% of athletes ages 12+. 2020: Y-T-D = 28,328. This represents 13.24% of athletes ages 12+.	Yes
	PARENTS: 2019: 5,441 were trained via LEARN. This represents 2.01% of registered households. 2020: Y-T-D = 17,157 were trained via LEARN. This represents 6.26% of registered households.	Yes
2. Increase to 20% clubs achieving Safe Sport Recognized Program status.	To date (10/30/20), 19.78% of clubs have achieved Safe Sport Club Recognition and an additional 18.36% of clubs have initiated the application process to achieve recognition.	Yes
2. B. Growth in the # of Safe Sport Recognized Clubs.	# of Safe Sport Recognized Clubs: As of 12/31/2019: 114 (3.61%) As of 10/31/2020: 595 (19.78%) # of additional Clubs that have started the process to become Safe Sport Recognized Clubs: 10/31/2020: 552 (18.36%)	Yes

<p>3. Y-T-Y growth of multi-cultural participants within USA-Swimming</p>	<p>USOPC Scorecard: 2014: 12.87 % 2015: 15.11 % 2016: 17.12 % 2017: 18.15 % 2018: 18.78 % 2019: 19.52 % (reported last year) 2020: Not available until 5/2021 (most current USOPC data)</p> <p>The USOPC uses a formula that looks at similar industry standards as well as the census to produce participation rates. From our own data, which is a straight percentage, the 2019 Athlete Diverse percentage was 22% when including the No Response category but 32.8 % when we exclude the “No Response” Athletes.</p> <p>For 2020 the Athlete Diverse percentage was 21.6 % when including the No Response category but was 32.9% when we exclude the “No Response” Athletes.</p> <p>However, as some LSCs do not forward demographic data to us, we know some athletes are reporting race/ethnicity, but LSCs are failing to report that information.</p> <p>As we focus programs and resources, it is critical that LSCs provide this demographic information.</p>	<p>NA</p>
<p>4. Growth in % of LSCs whose leadership participates in DEI education at least every two years</p>	<p>2019: 75%</p> <p>2020: None of the events the numbers are based off occurred in 2020</p> <p>Data is based on Spring Zone Meetings, DEI Zone Summits, and Convention. The term “LSC leadership” is loose and mostly includes DEI Chairs on the LSC Board. As we revise these 1.2 KPIs in the coming months, we envision tracking how many full LSC Board Trainings are conducted.</p>	<p>NA</p>
<p>5. 3% Growth of USA Swimming membership through Community Swim Team programs.</p>	<p>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</p> <p>2020: no growth due to COVID-19 pandemic</p> <p><i>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 4 months span, LA Recreation and Park was working on team, athlete, and coach membership requirements.</i></p> <p><i>MOU's 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.</i></p>	<p>No</p>

Safe Sport:

The Safe Sport program made considerable advances on Safe Sport member education in 2020. As noted above, to date 28,328 athletes have received Safe Sport Training in 2020. This includes 9,508 athletes completing the Athlete Protection Training which remains a requirement of membership. Additionally, 18,820 athletes completed the Safe Sport Training for athletes on LEARN or through Safe Sport staff virtual trainings. This 28,328 is an increase of 37.4% from last year. To date, a total of 595 clubs have earned Safe Sport Recognition, and 552 clubs have initiated the recognition process. This accounts for nearly 38% of our member clubs that have either achieved recognition or are in the process of applying to achieve recognition.

The Safe Sport Club Coordinator role is not a required club role. A way of determining the number of club coordinators in this role is if clubs report it to their LSC's and it is recorded in SWIMS. A more accurate way to determine how many clubs have a Safe Sport Coordinator is to compare it to the number of clubs that are Safe Sport Recognized. This is due to the fact that having a Safe Sport Club Coordinator is a requirement for clubs to become Safe Sport Recognized. This is why we can say for certain that 17.94% of USA Swimming clubs have a Safe Sport Coordinator.

This year has shown us that we are very capable of training our membership in a variety of ways. 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 this year, we have seen tremendous increase in the numbers. With additional financial resources and staff dedication we are confident that this increase will continue going forward.

Inclusion:

USA Swimming continued to make strides on increasing diversity as tracked by the U.S. Olympic and Paralympic Committee Scorecard with continued improvement in 2019. Of note, we (i.) added a DEI staff member in July of 2019 and will be hiring another in January 2021. Former DEI staff members have been shifted to other areas of the organization to further integrate and embed DEI into the organization: Juan Caraveo became a Team Services Manager, MJ Truex became the Sr. Director of Education and Program Development, and Ashanee Player transitioned into Program Operations, although she continues to work in DEI Education. Secondly, (ii.) with the COVID-19 pandemic all of our educational offerings became virtual, which increased our presence with individual teams, coaching staffs and with LSC DEI Chairs and Committees. *Thirdly, (iii.) in the wake of the Black Lives Matter movement in the summer of 2020 and the corresponding increased awareness of the need for USA Swimming to further address inclusion and diversity in the organization and in the sport, the DEI Council was formed in September 2020 and USA Swimming regularly engages with Team BLAC. USA Swimming is committed to continuing our efforts to improve inclusion and increase diversity and will continue to make this a priority in 2021 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. Y-T-Y growth in nonprofit club attendance at Club Leadership and Business Management School (CLBMS) and participant ratings.
2. Officials' Education – Train 175 officials using the National Officials' Committee curriculum and have 95% of the LSCs represented at the Officials' workshops.
3. Parent Engagement Toolkit – *Toolkit is made available by 12/19 with trial/evaluations subsequently*

assessed.

4. Identify and develop a plan/program to elevate consistency of standards for officials among LSCs. Review the current training curriculum and materials across LSCs and develop a basic core curriculum and standards for training and certifying officials to give to LSCs to use.

REPORT:

2020 Key Performance Indicators	Results	Achievement
1. Y-T-Y growth in nonprofit club attendance at Club Leadership and Business Management School (CLBMS) and participant ratings. <i>(NOTE: New clubs only need to participate in their first two years (101 and 201). After that, it is optional. Therefore, the Y-T-Y growth target will be revisited as part of Sport Development's strategic planning.)</i>	Y/E 8/31/2019: 300 participants from 191 clubs. Y/E 8/31/2020: 673 participants from 466 clubs. Note: To continue to provide excellent information and support for clubs, we are piloting delivery of the CLBMS course via online webinar.	Yes
2. Officials' Education – Train 175 officials using the National Officials' Committee curriculum and have 95% of the LSCs represented at the Officials' workshops.	Unfortunately, all trainings in 2020 were canceled due to COVID-19.	NA
3. Parent Engagement Toolkit	The development of the parent engagement toolkit was completed by 12/19. However, prior to the planned launch in early 2020, the COVID-19 pandemic began, and the program was not launched.	Partial
4. Identify and develop a plan/program to elevate consistency of standards for officials among LSCs. Review the current training curriculum and materials across LSCs and develop a basic core curriculum and standards for training and certifying officials to give to LSCs to use.	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

2020 Officials Committee achievements toward KPI 4:

- A virtual meeting is scheduled for Sunday, November 22nd to review the year before gathering for the annual Officials Committee meeting in January.
- Much energy has been used in developing ways to address immediate needs for virtual clinics and meets, assisting USAS staff in the process of learning what Gina Mensay did on a daily basis, through weekly meetings with two key members of the Officials Committee, maintaining the number of officials on LSC rosters, working with coaches, and staffing meets for our athletes.
- Gathering data from every LSC regarding Certification Requirements – approximately 50% of LSC provided data before COVID-19. Unfortunately, one key sub-committee member passed away, while another leader is trying to keep his practice afloat during this economy, thus resulting in delays.
- Educational Programs for Evaluators: N3 evaluators were trained in a new template that provides more objective information for the officials being evaluated. All but three of the highest level of evaluators were trained. The three who were not trained have retired.
- Plans for LSC Chairs to attend training in developing guidelines for certifications and Policies fell through when Zones Workshops were cancelled. However, developing remote learning opportunities through Zoom crossed the four Zones and provided opportunities for the different members to participate in clinics outside of their LSC.
- Collaboration between P&E and the National Officials Committee Chairs, along with past Chairs have produce documents that outline a pyramid of advancement. We have accomplished this for the international and national levels and are awaiting review from staff.

In late 2019, a parent on-boarding program was completed and went through the approval process to be launched to the membership. However, because of COVID-19 the launch of this program was postponed. Pending COVID-19 developments, we expect this to occur at some point over the next two months. The goal of the program is to provide teams with a systematic tool to:

1. Successfully on-board new families
2. Outline Parent Engagement Committees/Groups
3. Develop a feedback system to improve their team operations

Once this program launches, we will collect feedback and make corresponding improvements.

As noted previously, our planning as to KPIs for 2021 and beyond is not yet complete, and these will be updated in the coming months. While we have made progress in our achievements in supporting parents, team leaders and officials, not all KPIs were met.

I report **PARTIAL ACHIEVEMENT**.

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. Conduct six Build a Pool Conferences with Y-T-Y growth in participant evaluation of conference value. Baselines need to be established on conference evaluations. (NOTE: Baseline was established in 2019, with conference satisfaction ratings of 98.7%. Future KPI likely “to maintain 95%+ satisfaction ratings.)
2. Virtual version of “Build and Program a Pool” developed and available by mid-2020 with over 100 clubs taking advantage of this offering.
3. Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place – to be developed)

REPORT:

2020 Key Performance Indicators	Results	Achievement
1. Conduct six Build a Pool Conferences with Y-T-Y growth in participant evaluation of conference value.	Build a Pool Conference Attendance: 2017: 278 2018: 211 2019: 190 2020: 151 at 4 Virtual Build a Pool Conferences plus 40 at a Custom Build a Pool Workshop. In 2019, baseline data on “perceived value of information” was collected via surveys with 8 questions and a 5-point scoring system. Satisfaction ratings are 98.8% - testimonials on file.	Yes
2. Virtual version of “Build and Program a Pool” developed and available by mid-2020 with over 100 clubs taking advantage of this offering.	Virtual Build a Pool conferences were launched in the Spring of 2020. Four virtual BAP events were hosted in 2020 with over 150 clubs participating.	Yes

3. Y-T-Y improvement in club responses for Facilities Programming consultation and assistance services. (benchmarks not currently in place – to be developed)	Total Aquatic Partnership serves as our outsourced facilities solution. During COVID 19 they have fielded over 319 COVID related inquiries from facilities that host our clubs, clubs that manage a facility, and others to determine solutions for safely operating their facilities.	Yes
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The Facilities Services department has been in existence for nearly 15 years and has provided consultation and other resources for hundreds of clubs, facilities, and aquatic projects. In 2020, the department focused on setting benchmarks regarding quality of service. In addition to the achievements noted above, we are pleased to report:

- 11 x Enterprise Plans developed for USA Swim Club related projects that attended a Virtual Build a Pool Conference in 2020
- 4 new aquatic facilities open
- 6 new major expansions of existing facilities
- Over 14 clubs have contacted TAP about building their own facility. COVID has exposed a weakness of relying on rental facilities for primary club operations leaving many coaches to seek facility ownership as an option.

The Facilities Services has demonstrated great productivity in achieving targets and setting benchmarks for continued improvements in its quality of service and has achieved all of the targeted KPIs.

I report **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. *Last year we reported that our intent was to restructure the LEAP Program - combine LEAP 1 and 2 as new LEAP 1; LEAP 3 becomes LEAP 2 and an entirely new LEAP 3 will be created – with an anticipated rollout by September 2020. However, during this effort a better option was decided upon – the LEAP Program will be completely redeveloped into one level with new categories and items with an anticipated rollout in Q1 2021.*
2. 2020: 100% LEAP 1, 75% LEAP 2, 25% LEAP 3
3. Y-T-Y improvement in overall evaluations of LSC visits for Board Governance, LEAP or Strategic Planning. At least a score of 4.0 (out of 5.0) on all LSC visits.
4. On-track to fulfill policy 3.10 (“Relationships with LSCs”) by Q1 2020, as approved by the Board in September 2018.
5. Growth in the % of LSCs that send representatives to USA-S meetings and workshops offered each year.

REPORT:

2020 Key Performance Indicators	Results	Achievement												
1. LEAP Program to be completely redeveloped into one level with new categories and items with an anticipated rollout in Q1 2021.	LEAP program is in process of being combined into one level, with the following categories: Governance, Admin/Communication with membership, LSC Programming. Each LSC will need to pass and renew every other year. The anticipated release of this program is expected to be in January 2021.	Yes												
2. 2020: 100% LEAP 1, 75% LEAP 2, 25% LEAP 3	<table> <tr> <th></th><th>Target:</th><th>Current (as of 10/31/20)</th></tr> <tr> <td>LEAP 1</td><td>100%</td><td>100%</td></tr> <tr> <td>LEAP 2</td><td>75%</td><td>83% (49 of 59 LSCs)</td></tr> <tr> <td>LEAP 3</td><td>25%</td><td>32% (19 of 59 LSCs)</td></tr> </table>		Target:	Current (as of 10/31/20)	LEAP 1	100%	100%	LEAP 2	75%	83% (49 of 59 LSCs)	LEAP 3	25%	32% (19 of 59 LSCs)	Yes
	Target:	Current (as of 10/31/20)												
LEAP 1	100%	100%												
LEAP 2	75%	83% (49 of 59 LSCs)												
LEAP 3	25%	32% (19 of 59 LSCs)												
3. Y-T-Y improvement in overall evaluations of LSC visits for Board Governance, LEAP or Strategic Planning. At least a score of 4.0 (out of 5.0) on all LSC visits.	<p>2019 average = 4.85 2020 average = 4.54</p> <ul style="list-style-type: none"> Program was a valuable use of my time: 4.53 Program will impact my LSC in a positive way: 4.31 I would recommend this program to other LSCs: 4.51 The presenter was knowledgeable in the subject matter: 4.83 	Partial												
4. On-track to fulfill policy 3.10 ("Relationships with LSCs") by Q1 2020, as approved by the Board in September 2018.	All 59 LSCs executed the LSC Affiliate Agreement by January 15, 2020, which accounts for policy 3.10. The staff will implement the financial management requirements of the Affiliate Agreement in 2021.	Yes												
5. Growth in the % of LSCs that send representatives to USA-S meetings and workshops offered each year.	2019: 95% attendance 2020: 100% attendance	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 2020. 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.

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 as USA Swimming work on the next iteration of the LSC Affiliate Agreement for release in Q4 2021. The staff will 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 Affiliate Agreement.


While one of the KPIs was only partially achieved – the average evaluation score of LSCs visits was 4.54 in 2020, as compared with 4.85 in 2019 – it is my opinion that given the high score this should still be viewed as an achievement.

I therefore report **ACHIEVEMENT**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Ends
Annual Monitoring on **Policy 1.4: Recognition of USA Swimming**
DA: 11/11/2020

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 6, 2020.

Signed , 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:

Due to the COVID-19 pandemic, 2020 has been a challenging year across organizations and industries, including NGBs. While USA Swimming has not been immune to this crisis, I am immensely proud of how we have responded to the difficulties we have faced. Throughout this year, I believe we have not only demonstrated our commitment to being “best in class” regardless of circumstance, but also that we are committed to persevering through this adversity and ultimately coming out of this better than before. 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.

In March 2020, USA Swimming called for the postponement of the 2020 Tokyo Olympic Games and urged the USOPC to use its influence to do the same. While in retrospect the impossibility of holding the 2020 Games seems clear, at the time it was a controversial decision. Despite national and international resistance and reluctance, USA Swimming advocated for the path that was in the best interest of its athletes and was soon followed by other NGBs

and ultimately the USOPC. In so doing, USA Swimming accurately gauged a highly uncertain situation and used its influence to speak out in a way that culminated in the postponement of the Olympics four days later.

Another instance of national leadership occurred in June, when USA Swimming, along with more than 20 water safety and competitive water sports organization, launched the Aquatics Coalition. The Coalition aims to help guide states and municipalities across the country in reopening swimming facilities for instructional aquatics in the safest possible manner. Over the past months, USA Swimming, and specifically Chief Commercial Officer, Shana Ferguson, has led this extraordinary effort with significant success and in so doing has also further strengthened relationships with important national aquatic organizations. It is our hope and belief that this Coalition will extend beyond the COVID-19 pandemic and will benefit USA Swimming and our sport in the long run.

Further, 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.

Finally, USA Swimming has also continued to work on long term projects – most importantly, the Keeping Athletes First Initiative has remained a priority in 2020. The four initiatives will continue through 2021 with the goal of having all member clubs Safe Sport recognized, a coach education curriculum developed and facilitated through an internal learning management system (LMS), completing online member registration, and to continually maintain a best in class Safe Sport staff and program.

As we near the end of 2020, it becomes increasingly clear that 2021 might end up posing the same, if not additional, challenges. However, the organization remains vigilant and prudent in our preparation and planning for the coming year. We are hopeful that the 2021 Tokyo games will occur as planned and that our swimmers will be afforded the opportunity to compete as intended. 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 this year in the face of uncertainty.

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)

REPORT:

2020 Key Performance Indicators	2020 Results	Achievement
1. Y-T-Y increases in membership retention rates	2018 – 69.8% 2019 – 71.1% 2020 – 66.4%	No
2. Y-T-Y growth of Net Promoter Score Survey	CRM has not fully launched.	NA

*The Net Promoter Score Survey requires completion of the CRM project, which remains underway with expected implementation for 2020-21 membership year.

The decrease in membership retention rates observed in 2020 reflects the impact of COVID-19 on both our clubs and athletes. Prior to March 2020 and the onset of the pandemic, there were 285,520 Premium members, 26,154 Flex members and Outreach membership were 8,506. At that point we projected a relatively strong year for USA Swimming Athlete Membership registrations, but due to COVID-19 our membership year flatlined in April of 2020. We ended the membership year at the end of May to allow our clubs to begin marketing the 2021 Membership Year in an attempt to grow new membership during COVID. Membership renewals are due by December 31, at which point we will have more complete data to help us understand how that strategy impacted overall 2021 membership.

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%. The changes voted on by the board in January 2020 might have curtailed this upward trend for the 2021 membership year, but the board acted in a manner consistent with other measures we have taken in 2020 rescinding those changes set to begin in the 2021 membership year given the difficult environment created by the COVID-19 pandemic.

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 grow 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 decreased retention rates I report **NO 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:

1. 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.

2020 Key Performance Indicators	2020 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. 2019 – \$132,660.98 provided to 27 individuals. 2020 - \$91,103.85 provided to 27 individuals (as of 10/31/2020).	Yes
4. Maintain average response time to complaints of six weeks or less.	2018 – 14 weeks 2019 – 4.6 weeks 2020 – 2.8 weeks	Yes

REPORT:

There have not been any new policy implementations in 2020. The Safe Sport staff has focused its efforts on providing training and education to members, improving communications efforts, maintaining responsiveness to complaints, and supporting clubs in achieving Safe Sport Club Recognition.

As of November 3, 2020, 28,328 athletes have received Safe Sport education and training. This includes 9,508 adult athlete that completed the Athlete Protection Training on the LEARN platform, 2,894 athletes trained by the Safe Sport Staff, 15,926 minor athletes who either completed the Safe Sport for Athletes course on the LEARN platform or received training through their clubs via a facilitator-led team viewing of the course.

Communicating with our membership about Safe Sport is incredibly important. In June, a Safe Sport Communications Coordinator was added to the staff whose role is to create 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 in order to be best positioned to create communication to membership. The Safe Sport 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.

The SwimAssist fund continues to be offered and used by survivors of abuse. To date in 2020, \$91,103.85 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. In April, the program was updated to streamline the request and approval processes. Survivors that utilize SwimAssist continue to express gratitude for the resource and treatment providers express their appreciation for the program and its offerings.

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 2019, the staff reduced case responsiveness from 14 weeks in 2018 to a case response time of just over 4 weeks. In 2020, the staff improved its efficiencies and further reduced case responsiveness to an average of less than three weeks.

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. 481 clubs achieved Safe Sport Club Recognition in 2020, which is just over four times the number of clubs that achieved Safe Sport Club Recognition in 2018 and 2019 combined. Additionally, another 552 clubs have initiated the process to achieve Recognition. With support from the Keeping Athletes First initiative, we continue to move forward with the goal of every USA Swimming member club achieving Safe Sport Club Recognition.

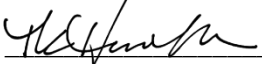
While the past year presented many challenges for our entire organization and membership as a whole, the Safe Sport Program has demonstrated continued growth and achievements. I am confident that the way we have responded and committed to future improvements and enhancements.

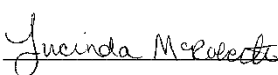
I therefore report **ACHIEVEMENT**.

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 11, 2020

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 October 31, 2020.

Signed , President & CEO

, Secretary & General Counsel

Date: November 11, 2020

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.

There have been no allegations or charges pertaining to organizational noncompliance with any statutes. However, 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 will be working in the coming months to update its Bylaws, Rules and organizational structure to account for these changes in 2021.

Further, in anticipation of the new statute, the USOPC updated its audit and compliance function to transition from a recognition to a certification model. Going forward, USA Swimming will be audited and certified every four years (2022, 2026, etc.), with continuous monitoring checks done annually. USA Swimming and the USOPC have identified certain governance areas that will require updating to meet the requirements of the USOPC Bylaws. Similar to its efforts regarding athlete representation on the Board and related elections, USA Swimming 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 five 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.

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. However, because we are not fully compliant with the existing requirements within the USOPC Bylaws, we are reporting **Partial Compliance**.

We therefore report **PARTIAL 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 11, 2020

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 October 31, 2020.

Signed , President & CEO

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

CEO’S INTERPRETATION: (No change since 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’ve received complaints regarding business operations (e.g., cancelling camps, coach 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 2020, there have been 782 reports of occurrence filed in connection with all practices and meets for our ~375,000 members and additional event spectators, which number also includes COVID-19 reports submitted for informational purposes only. A decrease in operations due to the pandemic has resulted in fewer accidents and injuries, and fortunately, none of the injuries were catastrophic.

As to athlete safety/abuse, we have and will continue to evaluate and implement ways to make participating in the sport safer. Given the virtual nature of most of our operations, the most meaningful strides we’ve made are

with respect to education and training. From January-October 2020, 7319 athletes, coaches, and parents have received staff-led Safe Sport training. Additionally, the House of Delegates passed legislation that required clubs to have a photography policy with USA Swimming-set standards as a minimum. 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 186.

I therefore 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:

USA Swimming continues to see attempts by unauthorized users to access our network, and we therefore continue to make data security a top priority. Building off of prior initiatives, over the past year we have implemented multifactor authentication for Office 365, installed new firewalls, and are in the diligence phase of transitioning to a single sign-on system. We also engaged with Optiv Security to conduct a strategic review of our security program and assist with developing a strategy that matches business objectives and/or addresses specific security concerns. Additionally, USA Swimming is completing a data mapping initiative across the organization to ensure we know what sensitive data we maintain and where it is located. As a next step, we will develop data handling and retention guidelines.

As you know, USA Swimming Foundation data was implicated in the Blackbaud security incident in July, but with the help of internal staff and outside counsel, the circumstances were handled efficiently and appropriately.

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

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 distributed to all non-athlete members and each member club and available on the website.

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

In 2020, the Safe Sport team has completed 66 trainings to athletes, coaches and parents (both virtually and in person). In addition to staff-led training sessions, 28,328 athletes and 17,157 parents received training via the USA Swimming LEARN platform. In total, more athletes and parents have received Safe Sport training in 2020 than in any previous year.

The Safe Sport Club Recognition program also saw great strides in 2020. To date, 595 clubs have achieved recognition and an additional 552 clubs have initiated the recognition application process. Together, these clubs account for over 38% of 2020 registered clubs which have achieved or begun an application for Safe Sport Club Recognition. Critical components of the Safe Sport Club Recognition program that reinforce the Code of Conduct include demonstrating how a club communicates the USA Swimming Code of Conduct, the club Minor Athlete Abuse Prevention Policy, and its anti-bullying policy to its members, as well as sharing information on how to report misconduct both to USA Swimming and to the U.S. Center for SafeSport.

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 National Board of Review (NBOR), consistent with USA Swimming’s rules.

In the past year, the NBOR reviewed three cases, two of which proceeded to a hearing and one approved settlement agreement. In one case heard by the NBOR, the panel found physical misconduct by a coach member against an athlete member, and in the other case, the NBOR found a non-athlete member engaged in conduct detrimental to the image or reputation of USA Swimming. Additionally, the NBOR accepted a settlement agreement related to admitted fraud, deception or dishonesty by a non-athlete member.

I therefore report **COMPLIANCE**.

Performance Monitoring Report

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

We hereby present the monitoring report on the Policy 3.4 “Financial Condition and Activities” in accordance with the monitoring schedule set forth in Board policy.

We certify that the information contained in this report and the accompanying Income Statement and Balance Sheet are true for the quarterly period ending September 30, 2020.

Signed , President & CEO

, CFO

Date: November 11, 2020

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 2020 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 2020 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, 2019 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 are \$29,767,711 with corresponding operating expenses of \$20,156,637, for a year-to-date operating excess of \$9,611,075. Current forecast for fiscal year end is total revenue of \$32,739,676 and expenses of \$27,649,217, thus we project an operating surplus of \$5,090,459. Our original 2020 budget included \$44,716,445 of total revenue and \$40,757,681 of operating expense, thus a budgeted operating surplus of \$3,958,764 or a difference from our current projection of \$1,131,695. The increase in projected operating surplus primarily results from an anticipated decrease in membership and partnership marketing revenue due to the COVID-19 pandemic and closure of pools across the country, as well as the postponement of the Olympic Games, Olympic Trials, and many other events and programs. Understanding the number of unknowns at this time, below are some of the material deviations from our original 2020 budget at the time of this monitoring report:

- Total revenues projected less than original budget by (\$11,976,769) or (26.8%).
 - Sport & Events revenue projected less by (\$5,733,635) primarily due to the Trials postponement and the deferral of these revenues until 2021,
 - Partnership Marketing revenue projected less by (\$3,024,985) given the cancellation of certain events and postponement of others, including Trials, which affects the ability to activate/fulfill our sponsor contracts in certain situations,
 - Membership revenues projected less by (\$1,884,475) given the current facility closures throughout the country, which will affect the last remaining months of the 2019-2020 membership year,
 - Investment Income projected less by (\$1,443,232) as a result from the organization discontinuing portfolio distributions to be used for operations for the remainder of 2020 to reduce additional strain on our reserves during these uncertain times.
 - USOPC Partnership revenue projected less by (\$1,231,200) primarily due to Olympic Games related grants that will be deferred to 2021.
- Total operating expenses less than original budget by \$13,108,464 or 32.2%.
 - National Team division projected less by \$4,833,673 primarily due to the postponement of the Olympic Games, Trials, and other events,
 - Commercial division projected less by \$3,086,718 primarily due to the postponement of Trials and other event activations,
 - Events & Member Services division projected less by \$2,907,051 primarily due to events and travel being cancelled or postponed,
 - Sport Development division projected less by \$1,227,992 primarily due to events and travel being cancelled or postponed.

We report **COMPLIANCE** based on the current 2020 projection compared to the original 2020 budget approved in November 2019. While the operating results (both revenues and expenditures) are materially different than what was originally budgeted, our 2020 stand-alone operating results project a larger surplus than originally budgeted. 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 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 \$4,434,264 at September 30, 2020 with 2020 projected monthly operating expenses at approximately \$2,300,000. Although liquidity was in excess of the threshold required by this policy at quarter end, on June 12 and August 24, \$2,000,000 and \$3,000,000 respectively was drawn from our investment portfolio to meet short-term liquidity and capital project needs. It is not unusual to tap investments at the end of a membership cycle. However, even though we are projecting a 2020 operating surplus, the net amount tapped from investments this year-to-date is higher than last year primarily due to a significant decrease in year-to-date cashflow received for both the upcoming membership period as well as 2020 sponsor contracts. Note we have a deposit scheduled in November 2020 to reinvest funds back into our investment portfolio given our continuous financial and cashflow analysis.

We therefore 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:

Strategy Team members are not currently utilizing corporate credit cards, but approximately twelve other staff have corporate credit cards, with balances paid in full through the last statements.

In April 2020, USA Swimming applied for the Paycheck Protection Program, which provides a forgivable loan to support businesses’ payroll and operational needs. Following its application and loan approval, the Board discussed USA Swimming’s participation in the program and approved steps taken.

In July 2020 after Board discussion and approval in the second quarter of 2020, the organization finalized and issued a \$3,000,000 revolving line of credit (low interest rate, 24-month term) collateralized by our investment portfolio with one of our banks. The line allows for increased strategic decision making as it relates to funding approved spending in times of heightened market volatility. To date, the organization has drawn just over \$1,800,000 on the line and has paid all required interest-only payments in full on a monthly basis.

We therefore report **COMPLIANCE**.

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) \$612,272 year-to-date 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 September 30, 2020 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, 2020. The 2019 Form 990 was successfully filed timely on September 29, 2020. There are no outstanding, overdue filings.

We therefore report **COMPLIANCE**.

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

CEO’S INTERPRETATION: (No change since previous report)

Any expenditure in excess of \$250,000 that was not disclosed as part of our budget plan must be approved by the Board.

REPORT:

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

We 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, event fees, etc. At quarter end, there were nine sponsor contracts and one event vendor contract on our receivables that were both greater than \$10,000 and over 60 days past due (totaling \$2,008,500). We are monitoring and communicating with these customers regularly and either anticipate successful resolution or contract amendments without legal intervention at this time. Note our projection files account for any anticipated contract amendments with sponsors.

We therefore report **COMPLIANCE**.

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

CEO’S INTERPRETATION: (No change since previous report)

Controls must be in place that ensure that all disbursements are appropriately authorized. Further, all payments (checks, credit card purchases, petty cash, etc.) and capitalized assets must have corresponding documentation sufficient to satisfy the auditor. I interpret fulfillment of this policy to be evidenced by written Policies and Procedures that the auditor considers when performing audit procedures. Complete implementation (or absence) of recommendations brought forth by the auditor in a Management Letter is further evidence of compliance.

REPORT:

Controls in place are consistent with Board policy. The 2019 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 submitted by the CEO during the third quarter 2020. As to credit card statements, the CEO does not currently utilize a corporate credit card.

We therefore report **COMPLIANCE**.



QUARTERLY INVESTMENT REVIEW

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

3rd Quarter 2020

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



3Q20 Economic & Market Update

Points of Interest

- S&P 500 sees further gains, sets new record high in early Sept.
- Unemployment falls to 7.9%, down from April high of 14.7%
- Fed alters monetary policy to target *average* inflation of 2%, moving forward.
- Corporate bond issuance hits \$1.94T, surpassing previous annual record of \$1.64T.
- Enhanced unemployment benefits received by millions expire at the end of July. Congress unable to agree to additional stimulus.
- Multiple drug makers begin Phase III trials for coronavirus vaccine.

Inside this Issue:

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- S&P 500 Chronology
- Economic Scorecard

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Third Quarter Recap

The global economy further reawakened during the quarter as countries continued to lift measures meant to slow the spread of the coronavirus. However, rolling surges in new cases served as a reminder that a full economic recovery will not occur until a vaccine is approved and widely distributed. To that end, Pharma companies continued their frantic race to develop a COVID-19 vaccine, with multiple companies announcing the start of Phase III trials, typically the last step before receiving regulatory approval. While widespread dissemination of a vaccine is unlikely before 2021, there remains hope that a viable vaccine could begin to be deployed before year-end.



In the U.S., economic activity continued to improve across nearly every sector. However, the pace of the recovery appeared to slow as the quarter progressed putting pressure on Congress to approve additional stimulus. Despite multiple attempts to craft a new spending bill, talks between the House of Representative and the White House broke down again at the end of September raising the specter that additional stimulus might not be passed until after the election.

Mirroring current improvements in the economy, or more likely anticipating further improvements, equity markets continued their post-March rebound with the S&P gaining 8.5% in 3Q20. That followed the index's second quarter gain of 20%. The strong rebound in prices, coupled with ongoing corporate earnings contraction, pushed valuations to levels last seen in the late 1990s. However, investors seem willing to discount those valuations on the belief that economic activity and earnings are poised for a significant rebound in 2021.

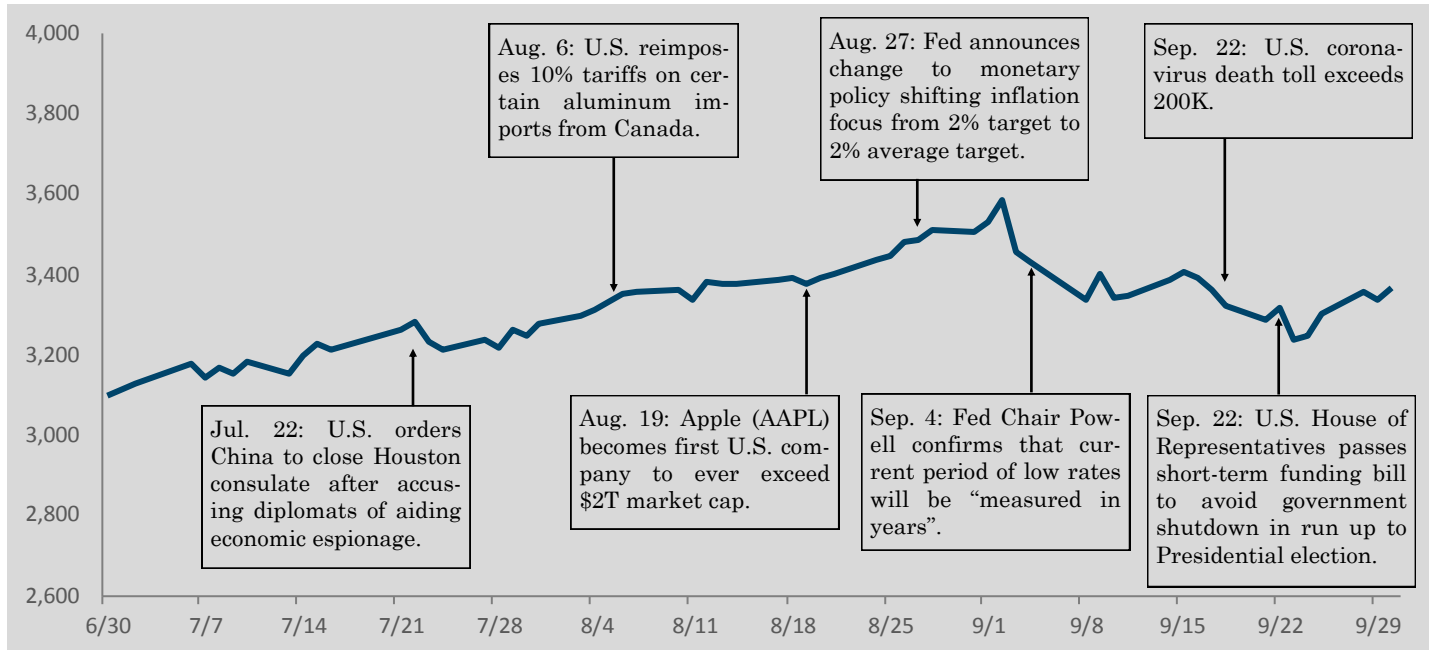
In an effort to support the ongoing recovery, the Federal Reserve left rates unchanged and continued to expand its balance sheet to support credit markets. Fed Chair Powell also encouraged Congress to provide additional fiscal stimulus amid signs the recovery may be weakening. In an acknowledgement that disinflation is a larger concern than inflation, the Fed altered its approach to monetary policy. Moving forward, Fed will now target *average* inflation of 2% vs. its prior approach of simply targeting 2%. While that may seem like semantics, it will have a notable effect on when the Fed decides to raise rates in the future. The Fed also tweaked how it will view "full employment" in the future.

Outlook– With only weeks to go until the Presidential election, the race remains tight and thus uncertainty remains elevated. Nationally, Joe Biden currently leads President Trump in most polls. However, as 2016 demonstrated, polling data is not always accurate. While many investors want to be "positioned" for the most likely outcome, we would urge them to remain "positioned" to achieve their long-term goals. Regardless of the outcome, if history is any guide, near-term volatility related to presidential elections is typically modest and short-lived. Thus we would encourage investors to avoid making short-term decisions based on emotion, and instead remain focused on their long-term goals.

OVERVIEW

3Q20 S&P 500 Chronology

S&P 500 rose steadily before setting new record high in early September, fueled by optimism surrounding economic recovery. Sell off in “high flying” tech names led to pullback in latter part of the month.



Source: First Western Trust.

Economic Scorecard

Indicator	Level	Outcome	Trend*	Comment
2Q20 GDP	-31.4%	Above Expectation	↕	Consumer spending down 33%. Business spending down 47%. Partially offset by 16% increase in federal spending (stimulus).
U.S. Unemployment (Sep.)	7.9%	Above Expectation	↑	Better than expected. However, due largely to 695k dropping out of the labor force. Nonfarm payrolls added just 661k jobs.
Housing Starts (Aug.)	1.42M	Below Expectation	↕	Highest level since 2006. Benefitting from people looking to move out of cities, and historically low mortgage rates.
ISM Manufacturing (Sep.)	55.4	Below Expectation	↕	Business activity and new orders slowed. Employment still contracting but nearly back to breakeven.
ISM Services (Sep.)	57.8	Above Expectation	↑	Business activity and new orders continued to accelerate. Employment back above 50, indicating growth.
Consumer Spending (Aug.)	1.0%	Above Expectation	↕	Slowest pace since spending began recovering in May.
Personal Income (Aug.)	-2.7%	Below Expectation	↕	Impacted by expiration of enhanced unemployment at the end of July. Savings rate down 3.6% to 14.1%.
Consumer Confidence (Sep.)	101.8	Above Expectation	↑	Highest level since March, reflecting improved sentiment regarding current and future conditions.
Core CPI (Aug.)	0.4%	Above Expectation	↑	Y/Y, up 1.7%. With its changes to monetary policy, Fed is unlikely to react to inflation until it is sustainably above 2%.

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

DISCLOSURE INFORMATION

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

NOT FDIC INSURED**| MAY LOSE VALUE****| NO BANK GUARANTEE**

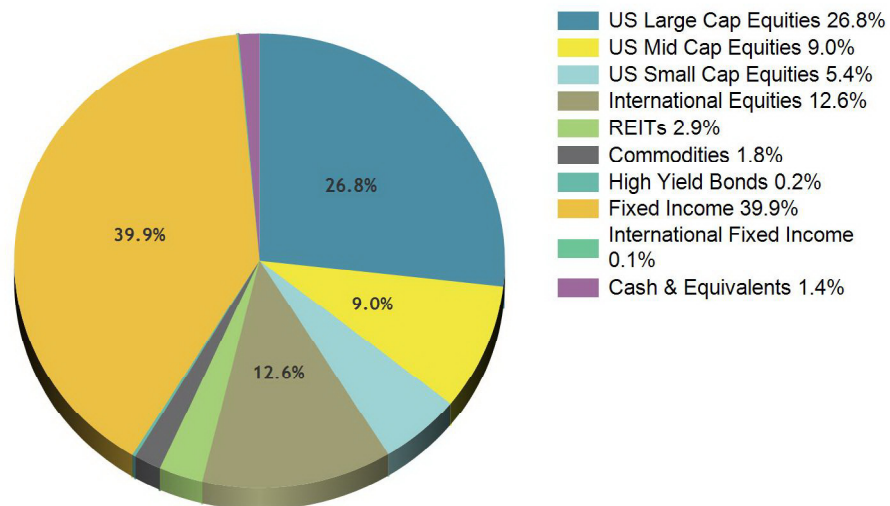
First Western Trust | 1900 16th St., Suite 1200 | Denver, CO 80202 | Phone: 303-531-8100 | Website: www.myfw.com

USA Swimming, Inc.

Portfolio Overview: As of September 30, 2020



Portfolio Sector Allocation as of 9/30/2020



Performance History

	QTD	YTD	3Yr	Since Inception ⁽⁴⁾ 6/26/2008
Total Portfolio	4.97	2.98	6.61	5.64
Index				
Blended Benchmark	4.93	2.74	6.06	
Consumer Price Index - All Items ⁽⁵⁾		0.68	1.92	1.54

Activity Summary

	Quarter to Date	Year to Date	Since Inception 6/26/2008
Beginning Value^{(1),(2)}	\$30,586,571	\$34,103,594	\$0
Net Contributions/Withdrawals ⁽³⁾	-\$3,000,067	-\$5,703,311	\$14,420,464
Gain/Loss	\$1,535,554	\$721,776	\$14,701,594
Ending Value^{(1),(2)}	\$29,122,058	\$29,122,058	\$29,122,058

Portfolio Growth: 6/26/2008 - 9/30/2020



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

USA Swimming, Inc.

Sector Overview: As of September 30, 2020



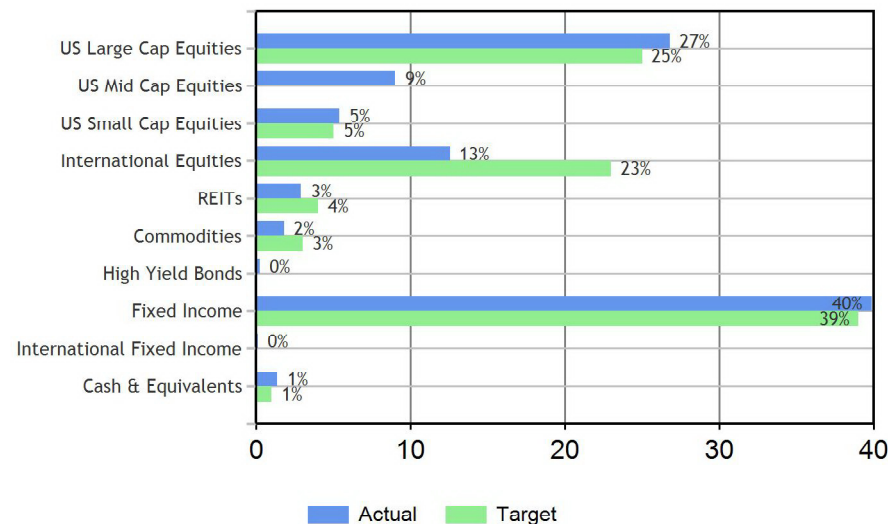
Portfolio Sector Allocation⁽³⁾

	Market Value ^{(1),(2),(3)}	Portfolio
	As of 9/30/2020	Weight
US Large Cap Equities	\$7,809,080	27%
US Mid Cap Equities	\$2,617,735	9%
US Small Cap Equities	\$1,573,145	5%
International Equities	\$3,655,123	13%
REITs	\$846,627	3%
Commodities	\$522,051	2%
High Yield Bonds	\$64,294	0%
Fixed Income	\$11,607,873	40%
International Fixed Income	\$27,273	0%
Cash & Equivalents	\$398,856	1%
Total	\$29,122,058	100%

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

	QTD	YTD	1Yr	3Yr	5Yr	Inception Tq ⁽⁴⁾	Inception
						10Yr	Date
US Large Cap Equities	9.00	5.56	15.07	12.26	14.04	13.19	9.61 6/26/2008
US Mid Cap Equities	8.17						10.78 6/23/2020
US Small Cap Equities	7.50	-8.19	0.39	1.34	7.53	9.66	6.84 6/26/2008
International Equities	7.23	-3.97	4.22	2.79	6.79	4.34	2.31 6/26/2008
REITs	3.47	-13.39	-10.25	4.19	5.38	6.31	4.90 6/26/2008
Commodities	12.12						14.55 6/23/2020
High Yield Bonds	3.41	9.90	10.11	7.49	6.98		6.31 7/12/2011
Fixed Income	1.43	7.46	7.69	5.91	4.88	4.14	4.80 6/26/2008
International Fixed Income	1.79	4.85	6.73				6.78 9/15/2019
Portfolio	4.97	2.98	8.02	6.61	7.67	6.65	5.64 6/26/2008

Actual vs. Target Allocation



(1) Values include Accrued Income.

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

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

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

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

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

Performance by Sector: As of September 30, 2020

	Market Value ^{(1),(2),(4)}	Portfolio ⁽⁵⁾							Since ^{(3),(4)}	Inception
	As Of 9/30/2020	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception	Date
US Large Cap Equities	\$7,809,080	27%	9.00	5.56	15.07	12.26	14.04	13.19	9.61	6/26/2008
S&P 500 Index			8.93	5.57	15.15	12.28	14.15	13.74		
US Mid Cap Equities	\$2,617,735	9%	8.17						10.78	6/23/2020
Russell Midcap Index			7.46	-2.35	4.55	7.13	10.13	11.76		
US Small Cap Equities	\$1,573,145	5%	7.50	-8.19	0.39	1.34	7.53	9.66	6.84	6/26/2008
Russell 2000 Index			4.93	-8.69	0.39	1.77	8.00	9.85		
International Equities	\$3,655,123	13%	7.23	-3.97	4.22	2.79	6.79	4.34	2.31	6/26/2008
MSCI EAFE Index			4.80	-7.09	0.49	0.62	5.26	4.62		
MSCI Emerging Markets Index			9.56	-1.16	10.54	2.42	8.97	2.50		
REITs	\$846,627	3%	3.47	-13.39	-10.25	4.19	5.38	6.31	4.90	6/26/2008
Wilshire U.S. REIT Index			1.25	-16.74	-17.69	0.45	3.65	8.00		
FTSE EPRA/NAREIT Developed Index			2.09	-19.69	-18.29	-1.45	2.03	4.75		
Commodities	\$522,051	2%	12.12						14.55	6/23/2020
Bloomberg Commodity Index			9.07	-12.08	-8.20	-4.18	-3.09	-6.03		
High Yield Bonds	\$64,294	0%	3.41	9.90	10.11	7.49	6.98		6.31	7/12/2011
BofAML HY Master II Index			4.71	-0.30	2.30	3.84	6.61	6.28		
Fixed Income	\$11,607,872	40%	1.43	7.46	7.69	5.91	4.88	4.14	4.80	6/26/2008
Barclays Cap Aggregate Bond Index			0.62	6.79	6.98	5.24	4.18	3.64		
Barclays Municipal 1-10 Yr. Blend Index			1.08	3.22	4.11	3.41	2.92	2.96		
Barclays Municipal 1-15 Yr. Blend Index			1.15	3.36	4.19	3.82	3.35	3.42		
International Fixed Income	\$27,273	0%	1.79	4.85	6.73				6.78	9/15/2019
Barclays 1-3 Year Global Majors Index			2.43	4.40	5.66	2.28	2.28	-0.23		
Cash & Equivalents	\$398,856	1%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BofAML US 3 Month T-Bill Index			0.04	0.64	1.10	1.69	1.20	0.64		
Total Portfolio	\$29,122,058	100%	4.97	2.98	8.02	6.61	7.67	6.65	5.64	6/26/2008

(1) Values include Accrued Income.

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

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

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

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

USA Swimming, Inc.

Quarterly Performance Report: As of September 30, 2020



Individual Account Performance

		Inception	Market Value ^{(1),(2)}	Portfolio								Since
		Date	As of 9/30/2020	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception ⁽³⁾	
612422055	USA Swimming, Inc. - Equities - Pledged	6/26/2008	\$17,418,930	59.8%	7.57	0.15	8.30	6.59	9.41	8.24		6.26
612422063	USA Swimming, Inc. - Fixed Income	6/26/2008	\$11,703,128	40.2%	1.32	7.03	7.23	5.44	4.53	6.48		6.55
USA Swimming, Inc.			\$29,122,058	100.0%	4.97	2.98	8.02	6.61	7.67	6.65		5.64

(1) Values include Accrued Income.

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

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

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming, Inc. - Equities - Pledged
612422055 (Formerly Fidelity 673218332)
September 30, 2020

Quantity	Security	Security Symbol	Unit Cost	Total Cost	Price	Market Value	Pct. Assets	Yield
US Large Cap Equities								
25,383	VANGUARD INDEX FDS S&P 500 ETF SHS NEW	VOO	260.35	6,608,341.87	307.65	7,809,079.95	44.8	1.74
US Mid Cap Equities								
60,566.891	BAIRD MIDCAP FUND - INST #76	BMDIX	23.88	1,446,415.25	26.00	1,574,739.17	9.0	?
18,177	ISHARES RUSSELL MID-CAP ETF	IWR	52.78	959,472.92	57.38	1,042,996.26	6.0	1.59
				2,405,888.17		2,617,735.43	15.0	0.63
US Small Cap Equities								
9,661.094	AB SMALL CAP GROWTH PORTFOLIO ADV #426	QUAYX	73.58	710,843.81	72.63	701,685.26	4.0	0.02
3,934	ISHARES RUSSELL 2000 GROWTH ETF	IWO	226.58	891,372.94	221.52	871,459.68	5.0	0.66
				1,602,216.75		1,573,144.94	9.0	0.37
International Equities								
32,973.840	INVESCO DEVELOPING MARKETS FUND CLASS R6	ODVIX	42.54	1,402,558.53	45.07	1,486,130.97	8.5	0.70
74,937.022	LAZARD INTL STRATEGIC EQUITY PORT INST CL	LISIX	14.00	1,048,970.00	14.49	1,085,837.45	6.2	1.96
26,483	VANGUARD FTSE DEVELOPED MARKETS ETF	VEA	39.58	1,048,296.76	40.90	1,083,154.70	6.2	2.42
				3,499,825.29		3,655,123.12	21.0	1.59
REITs								
29,468.391	VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860	VGISX	28.88	850,921.14	28.73	846,626.87	4.9	6.07

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming, Inc. - Equities - Pledged
612422055 (Formerly Fidelity 673218332)
September 30, 2020

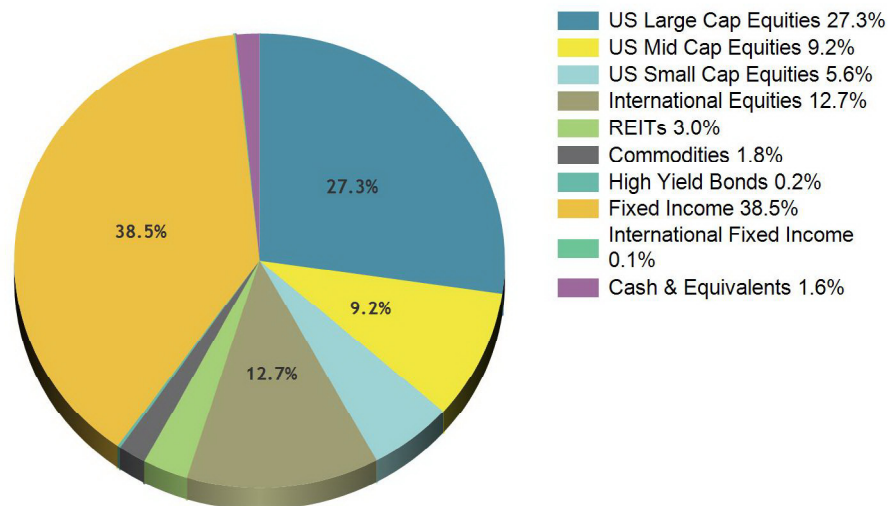
Quantity	Security	Security Symbol	Unit Cost	Total Cost	Price	Market Value	Pct. Assets	Yield
Commodities								
99,060.982	PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45	PCRIX	4.91	486,773.38	5.27	522,051.38	3.0	2.14
Cash & Equivalents								
	DIVIDENDS DECLARED	DIVACC		33,409.93		33,409.93	0.2	0.00
	FIDELITY IMM GOV CLASS I FUND #57	FIGXX		329,738.82		329,738.82	1.9	0.01
	FIRST WESTERN ICS MONEY MARKET	FWICS		32,019.12		32,019.12	0.2	0.01
				395,167.87		395,167.87	2.3	0.01
TOTAL PORTFOLIO				15,849,134.47		17,418,929.55	100.0	1.60

USA Swimming Foundation, Inc.

Portfolio Overview: As of September 30, 2020



Portfolio Sector Allocation as of 9/30/2020



Performance History

	QTD	YTD	3Yr	Since Inception ⁽⁴⁾ 11/30/2011
Total Portfolio	4.86	3.97	6.61	7.19
Index				
Blended Benchmark	4.93	2.74	6.06	6.70
Consumer Price Index - All Items ⁽⁵⁾		0.68	1.92	1.55

Activity Summary

	Quarter to Date	Year to Date	Since Inception 11/30/2011
Beginning Value^{(1),(2)}	\$17,609,836	\$19,575,954	\$586,463
Net Contributions/Withdrawals ⁽³⁾	-\$1,467,655	-\$3,183,077	\$10,133,287
Gain/Loss	\$863,654	\$612,958	\$6,286,085
Ending Value^{(1),(2)}	\$17,005,835	\$17,005,835	\$17,005,835

Portfolio Growth: 11/30/2011 - 9/30/2020



(1) Values include Accrued Income.

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

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

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

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

USA Swimming Foundation, Inc.

Sector Overview: As of September 30, 2020



FIRSTwestern
TRUST

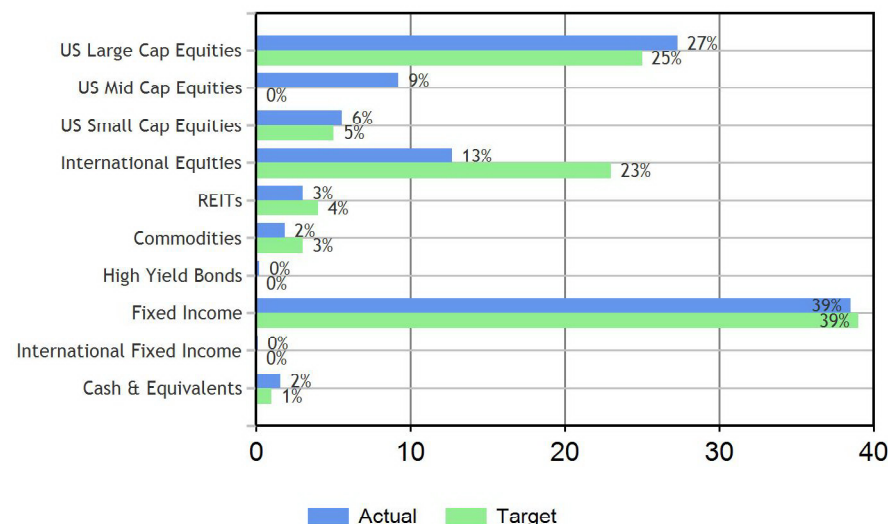
Portfolio Sector Allocation⁽³⁾

	Market Value ^{(1),(2),(3)}	Portfolio
	As of 9/30/2020	Weight
US Large Cap Equities	\$4,645,823	27%
US Mid Cap Equities	\$1,565,493	9%
US Small Cap Equities	\$944,305	6%
International Equities	\$2,160,921	13%
REITs	\$509,561	3%
Commodities	\$312,527	2%
High Yield Bonds	\$35,451	0%
Fixed Income	\$6,550,517	39%
International Fixed Income	\$16,364	0%
Cash & Equivalents	\$264,873	2%
Total	\$17,005,835	100%

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

	QTD	YTD	1Yr	3Yr	5Yr	Inception Tq ⁽⁴⁾ 10Yr	Inception Date
US Large Cap Equities	9.02	6.06	15.59	12.43	13.93	13.77	11/30/2011
US Mid Cap Equities	8.17					10.77	6/23/2020
US Small Cap Equities	7.33	-8.13	0.44	1.69	7.56	9.84	11/30/2011
International Equities	6.65	-4.50	3.64	2.65	6.71	5.87	11/30/2011
REITs	3.47	-13.25	-10.03	4.40	5.42	7.75	11/30/2011
Commodities	11.64					14.29	6/24/2020
High Yield Bonds	3.57	10.10	10.34	7.40	7.03	6.77	11/30/2011
Fixed Income	1.56	8.02	7.67	5.86	4.94	4.20	12/06/2011
International Fixed Income	1.79	4.49	6.37			6.40	9/15/2019
Portfolio	4.86	3.97	8.86	6.61	7.80	7.19	11/30/2011

Actual vs. Target Allocation



(1) Values include Accrued Income.

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

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

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

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

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

USA Swimming Foundation, Inc.

Performance by Sector: As of September 30, 2020



	Market Value ^{(1),(2),(4)}	Portfolio ⁽⁵⁾								Since ^{(3),(4)}	Inception
	As Of 9/30/2020	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception		Date
US Large Cap Equities	\$4,645,823	27%	9.02	6.06	15.59	12.43	13.93		13.77		11/30/2011
S&P 500 Index			8.93	5.57	15.15	12.28	14.15	13.74			
US Mid Cap Equities	\$1,565,493	9%	8.17						10.77		6/23/2020
Russell Midcap Index			7.46	-2.35	4.55	7.13	10.13	11.76			
US Small Cap Equities	\$944,305	6%	7.33	-8.13	0.44	1.69	7.56		9.84		11/30/2011
Russell 2000 Index			4.93	-8.69	0.39	1.77	8.00	9.85			
International Equities	\$2,160,921	13%	6.65	-4.50	3.64	2.65	6.71		5.87		11/30/2011
MSCI EAFE Index			4.80	-7.09	0.49	0.62	5.26	4.62			
MSCI Emerging Markets Index			9.56	-1.16	10.54	2.42	8.97	2.50			
REITs	\$509,561	3%	3.47	-13.25	-10.03	4.40	5.42		7.75		11/30/2011
Wilshire U.S. REIT Index			1.25	-16.74	-17.69	0.45	3.65	8.00			
FTSE EPRA/NAREIT Developed Index			2.09	-19.69	-18.29	-1.45	2.03	4.75			
Commodities	\$312,527	2%	11.64						14.29		6/24/2020
Bloomberg Commodity Index			9.07	-12.08	-8.20	-4.18	-3.09	-6.03			
High Yield Bonds	\$35,451	0%	3.57	10.10	10.34	7.40	7.03		6.77		11/30/2011
BofAML HY Master II Index			4.71	-0.30	2.30	3.84	6.61	6.28			
Fixed Income	\$6,550,517	39%	1.56	8.02	7.67	5.86	4.94		4.20		12/06/2011
Barclays Cap Aggregate Bond Index			0.62	6.79	6.98	5.24	4.18	3.64			
Barclays Municipal 1-10 Yr. Blend Index			1.08	3.22	4.11	3.41	2.92	2.96			
Barclays Municipal 1-15 Yr. Blend Index			1.15	3.36	4.19	3.82	3.35	3.42			
International Fixed Income	\$16,364	0%	1.79	4.49	6.37				6.40		9/15/2019
Barclays 1-3 Year Global Majors Index			2.43	4.40	5.66	2.28	2.28	-0.23			
Cash & Equivalents	\$264,873	2%	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A
BofAML US 3 Month T-Bill Index			0.04	0.64	1.10	1.69	1.20	0.64			
Total Portfolio	\$17,005,835	100%	4.86	3.97	8.86	6.61	7.80		7.19		11/30/2011

(1) Values include Accrued Income.

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

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

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

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

USA Swimming Foundation, Inc.

Quarterly Performance Report: As of September 30, 2020



Individual Account Performance

		Inception	Market Value ^{(1),(2)}	Portfolio							Since
		Date	As of 9/30/2020	Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Inception ⁽³⁾
612422022	USA Swimming Foundation, Inc. - Equities	11/30/2011	\$10,398,894	61.1%	7.29	1.04	9.27	7.15	9.96		9.36
612422071	USA Swimming Foundation, Inc. - Fixed Income	12/6/2011	\$6,606,941	38.9%	1.33	7.43	6.98	5.35	4.49		3.74
USA Swimming Foundation, Inc.			\$17,005,835	100.0%	4.86	3.97	8.86	6.61	7.80		7.19

(1) Values include Accrued Income.

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

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

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming Foundation, Inc. - Equities
612422022
Moderate
September 30, 2020

Quantity	Security	Security Symbol	Unit Cost	Total Cost	Price	Market Value	Pct. Assets	Yield
US Large Cap Equities								
15,101	VANGUARD INDEX FDS S&P 500 ETF SHS NEW	VOO	260.00	3,926,251.57	307.65	4,645,822.65	44.7	1.74
US Mid Cap Equities								
36,027.799	BAIRD MIDCAP FUND - INST #76	BMDIX	23.97	863,632.08	26.00	936,722.77	9.0	?
10,958	ISHARES RUSSELL MID-CAP ETF	IWR	52.84	579,017.88	57.38	628,770.04	6.0	1.59
				1,442,649.96		1,565,492.81	15.1	0.64
US Small Cap Equities								
5,745.689	AB SMALL CAP GROWTH PORTFOLIO ADV #426	QUAYX	73.14	420,239.70	72.63	417,309.39	4.0	0.02
2,379	ISHARES RUSSELL 2000 GROWTH ETF	IWO	226.53	538,914.87	221.52	526,996.08	5.1	0.66
				959,154.57		944,305.47	9.1	0.38
International Equities								
19,478.188	INVESCO DEVELOPING MARKETS FUND CLASS R6	ODVIX	43.81	853,289.58	45.07	877,881.93	8.4	0.70
44,572.641	LAZARD INTL STRATEGIC EQUITY PORT INST CL	LISIX	14.39	641,406.51	14.49	645,857.57	6.2	1.96
15,579	VANGUARD FTSE DEVELOPED MARKETS ETF	VEA	41.74	650,230.46	40.90	637,181.10	6.1	2.42
				2,144,926.55		2,160,920.60	20.8	1.59
REITs								
17,736.192	VIRTUS DUFF & PHELPS GLOBAL REAL ESTATE SECURITIES FUND CLASS I #1860	VGISX	30.09	533,760.60	28.73	509,560.80	4.9	6.07

First Western Trust Bank
PORTFOLIO APPRAISAL
USA Swimming Foundation, Inc. - Equities
612422022
Moderate
September 30, 2020

Quantity	Security	Security Symbol	Unit Cost	Total Cost	Price	Market Value	Pct. Assets	Yield
Commodities								
59,303.100	PIMCO COMMODITY REALRETURN STRATEGY FUND INST #45	PCRIX	4.94	293,089.54	5.27	312,527.34	3.0	2.14
Cash & Equivalents								
	DIVIDENDS DECLARED	DIVACC		20,068.46		20,068.46	0.2	0.00
	FIRST WESTERN ICS MONEY MARKET	FWICS		240,195.48		240,195.48	2.3	0.01
				260,263.94		260,263.94	2.5	0.01
TOTAL PORTFOLIO				9,560,096.73		10,398,893.61	100.0	1.60



USA Swimming
USA Swimming Athletes Foundation

3rd Quarter 2020

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Senior Client Strategist
Head of Liquidity Solutions
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Characteristics & Performance



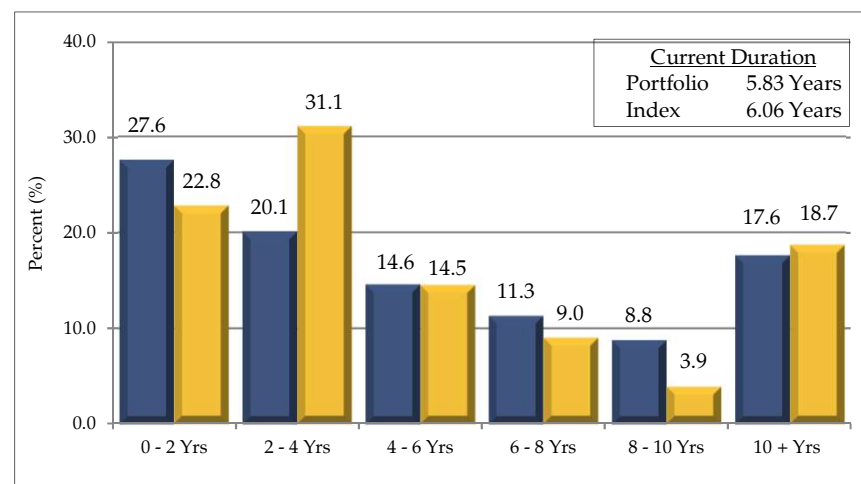
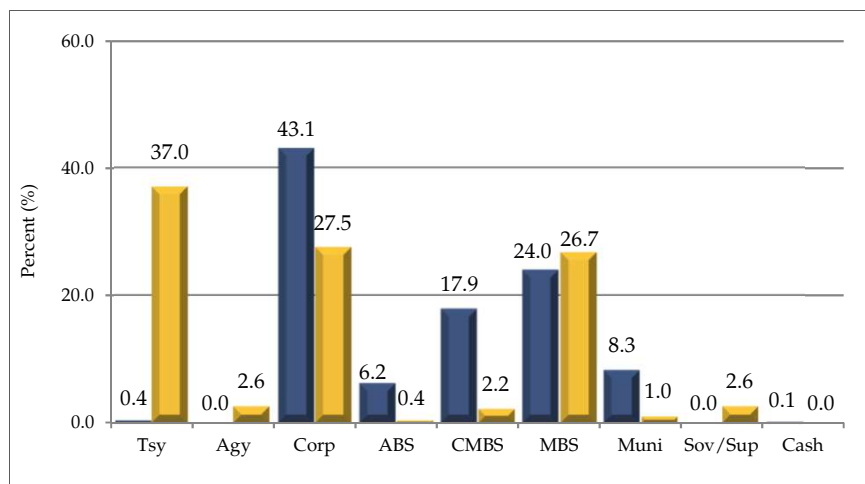
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USA Swimming – Fixed Income Characteristics

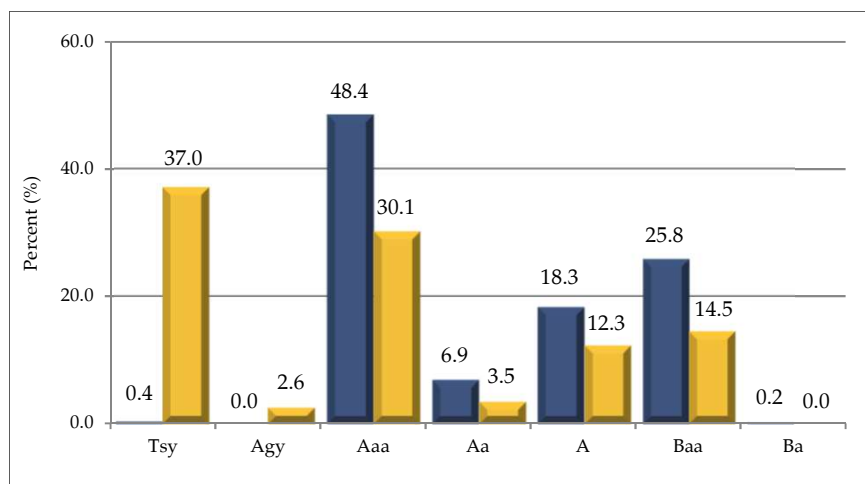
Sector

As of 9/30/20

Duration Distribution



Ratings



Characteristics

Duration	5.83 Years
Maturity	7.76 Years
Yield-to-Maturity	1.62%
Benchmark Yield-to-Maturity	1.19%
Credit Rating	Aa3

USA Swimming
Bloomberg Barclays U.S. Aggregate Bond Index



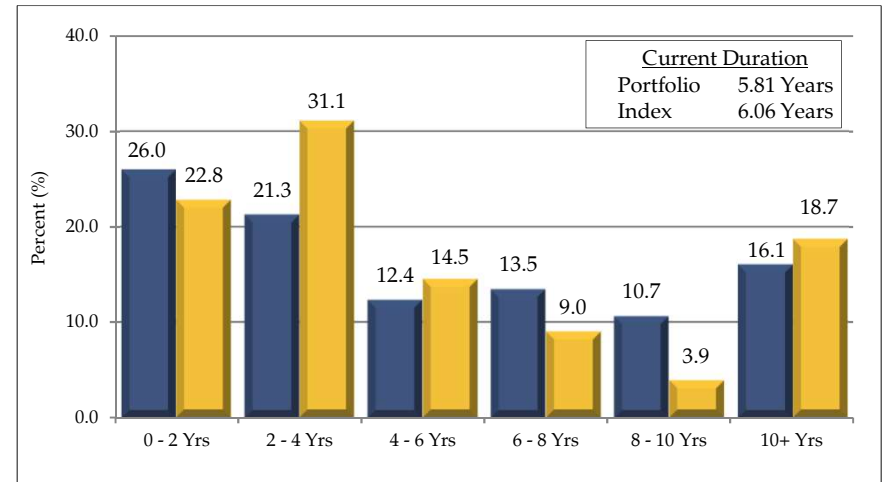
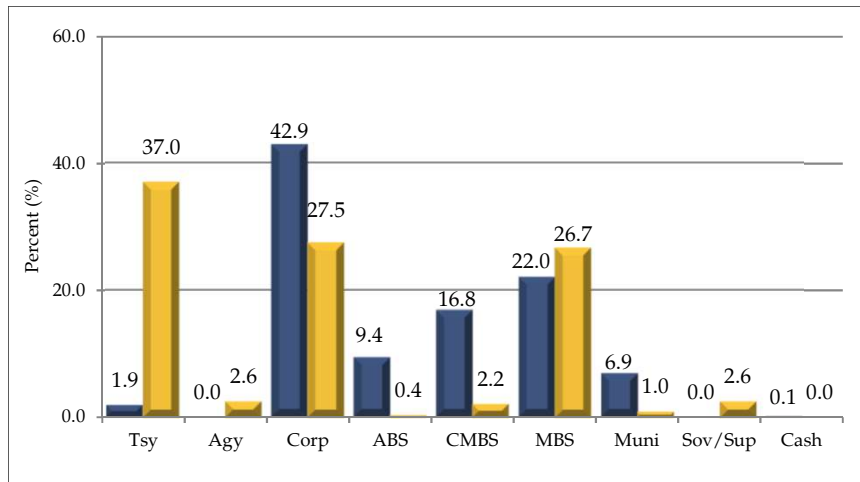
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USA Swimming Foundation – Fixed Income Characteristics

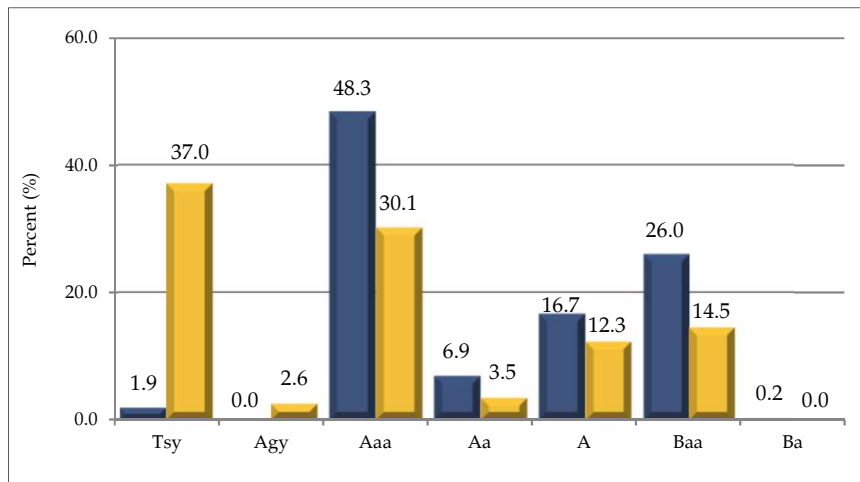
Sector

As of 9/30/20

Duration Distribution



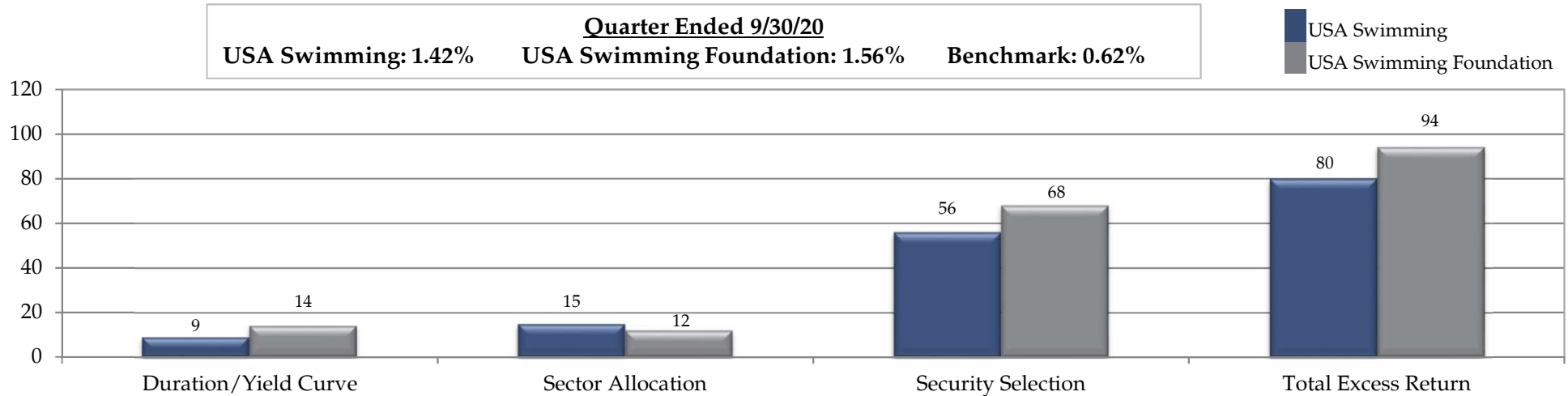
Ratings



Characteristics

Duration	5.81 Years
Maturity	7.68 Years
Yield-to-Maturity	1.60%
Benchmark Yield-to-Maturity	1.19%
Credit Rating	Aa3

USA Swimming Foundation
Bloomberg Barclays U.S. Aggregate Bond Index



Active Decision

Duration & Yield Curve

- Duration was managed slightly short versus the index, underweight the greater than 10 year segment of the curve

Comments

- Rates were modestly lower in the front of the curve and higher in the longer segments. The curve steepened with the 10 year treasury finishing at 0.69%

Effect

- Positive

Sector Allocation

- Overweight corporate bonds
- Overweight CMBS bonds

- The strong performance of corporate bonds carried over from the second quarter into the third, buoyed by progress in the fight against COVID-19, a resilient economy, and strong support from the Fed
- Spreads tightened as the Fed drove investors into yield assets

- Positive
- Positive

Security Selection & Timing

- Overweight lower rated bonds
- Allocation within securitized bonds
- Allocation to energy and REIT sectors

- Demand for yield continued and lower rated credit outperformed
- Selection in the sector outperformed
- Relative outperformance in sub-sector

- Positive
- Positive
- Positive

Strategy & Outlook



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Investment Outlook and Strategic Positioning

INVESTMENT OUTLOOK

- The economic outlook for the balance of the year and into 2021 will be heavily influenced by the strength and durability of the economic reopening and likely characterized by a series of fits and starts as officials respond to changing trends in the spread of the virus.
- While economic data consistently surprised to the upside in 3Q20, further progress is likely to be more uneven as states balance the need to reopen further with the rising virus case numbers.
- The Fed has continued to make good on its “whatever it takes” posture and its efforts have drastically improved market liquidity and resulted in strong performance of risk assets.
- While we are likely to see bouts of heightened volatility for markets given the uncertain path of the pandemic, deteriorating relations with China, and the upcoming election, we expect risk assets will ultimately outperform with any short-term weakness met with strong demand as investors take advantage of more attractive valuations in markets supported by the Fed.

STRATEGIC POSITIONING OF OUR PORTFOLIOS

Intermediate and Core Fixed Income

- Durations will be managed neutral to modestly short to benchmark durations.
- Underweight Treasury securities in favor of corporate bonds, taxable municipals, and non-agency securitized products.
- Balanced outlook on agency MBS as strong support from the Fed is offset by heavy supply and elevated prepayment risk. Our holdings remain biased towards seasoned collateral that should exhibit less prepayment responsiveness to the decline in interest rates.

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. Parameters set by the Adviser are subject to change.

Appendix



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Disclosures

Market values contained in this report are based on pricing provided by Sterling's third party pricing vendor(s) and in accordance with Sterling's Valuation Policy. It is possible that these values may not reflect current market conditions, as third party pricing valuations rely on historic prices or a matrix of factors modeled to most closely represent the security's approximate valuation.

USA Swimming, Inc.
Balance Sheet
As of September 30, 2020 and 2019

	<u>9/30/2020</u>	<u>9/30/2019</u>	<u>\$ Change</u>	<u>Audited 12/31/2019</u>	<u>\$ Change</u>
ASSETS					
CURRENT ASSETS:					
Cash and cash equivalents	\$4,434,264	\$1,096,510	\$3,337,754	\$4,153,690	\$280,574
Accounts receivable	7,307,721	7,887,794	(580,073)	1,647,025	5,660,696
Prepaid expenses and deferred charges	1,749,422	1,122,504	626,918	2,017,707	(268,285)
Total Current Assets	13,491,407	10,106,808	3,384,599	7,818,423	5,672,984
FIXED ASSETS:					
Leasehold Improvements, IT Systems, FF&E, Other	13,970,317	16,570,811	(2,600,495)	14,224,901	(254,584)
Accumulated depreciation & amortization	(9,897,312)	(9,305,260)	(592,052)	(9,737,034)	(160,279)
Total Fixed Assets	4,073,005	7,265,551	(3,192,547)	4,487,867	(414,863)
LONG-TERM INVESTMENTS:					
Long-term Investments	29,028,885	27,485,091	1,543,794	34,037,760	(5,008,875)
OTHER ASSETS:					
Investment - Swim Trials, LLC	113,957	207,629	(93,672)	113,957	0
Prepaid rent	4,849,235	2,023,259	2,825,975	4,918,788	(69,554)
Total Other Assets	4,963,192	2,230,888	2,732,303	5,032,745	(69,554)
TOTAL ASSETS	<u>\$51,556,488</u>	<u>\$47,088,339</u>	<u>\$4,468,149</u>	<u>\$51,376,796</u>	<u>\$179,692</u>
LIABILITIES AND NET ASSETS					
CURRENT LIABILITIES:					
Accounts payable	\$406,921	\$1,324,003	(\$917,083)	\$2,461,894	(\$2,054,973)
Accrued expenses and other liabilities	3,034,102	1,435,285	1,598,817	1,525,970	1,508,132
Deferred revenue	5,893,706	8,046,564	(2,152,858)	15,857,251	(9,963,545)
Total Current Liabilities	9,334,729	10,805,853	(1,471,124)	19,845,115	(10,510,386)
NONCURRENT LIABILITIES:					
Line of Credit Payable	1,821,000	0	1,821,000	0	1,821,000
Total Noncurrent Liabilities	1,821,000	0	1,821,000	0	1,821,000
Total Liabilities	11,155,729	10,805,853	349,876	19,845,115	(8,689,386)
NET ASSETS:					
Unrestricted:					
Undesignated Net Assets	22,773,755	17,305,854	5,467,900	13,522,032	9,251,723
Board Designated - USSIC	17,627,005	18,976,632	(1,349,627)	18,009,649	(382,644)
Total Unrestricted Net Assets	40,400,759	36,282,486	4,118,273	31,531,681	8,869,078
Total Net Assets	40,400,759	36,282,486	4,118,273	31,531,681	8,869,078
TOTAL LIABILITIES AND NET ASSETS	<u>\$51,556,488</u>	<u>\$47,088,339</u>	<u>\$4,468,149</u>	<u>\$51,376,796</u>	<u>\$179,692</u>

USA Swimming
Income Statement - By Division
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
REVENUE:						
Membership	\$20,656,889	\$23,806,500	(\$3,149,611)	-13.23%	\$22,483,378	(\$1,826,489)
Partnership Marketing Revenue	3,500,048	5,615,475	(2,115,427)	-37.67%	3,311,454	188,594
Consumer Revenue	25,735	185,000	(159,265)	-86.09%	177,410	(151,675)
USOPC Partnership	3,641,817	5,389,500	(1,747,683)	-32.43%	4,546,750	(904,933)
Investment Income	730,943	2,173,848	(1,442,905)	-66.38%	1,796,118	(1,065,175)
Foundation	617,500	1,245,000	(627,500)	-50.40%	555,000	62,500
Sport and Events	288,866	6,062,000	(5,773,134)	-95.23%	980,768	(691,902)
Other Income	305,913	239,122	66,791	27.93%	298,886	7,027
TOTAL REVENUE	29,767,711	44,716,445	(14,948,734)	-33.43%	34,149,765	(4,382,054)
EXPENSES:						
Technical/Sport:						
Sport Development	3,133,731	5,364,094	2,230,364	41.58%	3,398,022	264,292
Events and Member Services	1,946,893	5,577,265	3,630,372	65.09%	5,777,951	3,831,058
National Team	3,831,490	11,124,500	7,293,010	65.56%	8,334,194	4,502,704
Total Technical/Sport	8,912,113	22,065,859	13,153,745	59.61%	17,510,167	8,598,054
Other Programs:						
Commercial	3,610,011	7,664,380	4,054,369	52.90%	4,820,334	1,210,323
Risk Management	2,387,418	3,330,687	943,269	28.32%	2,531,532	144,115
Foundation and MAS Support	0	311,000	311,000	100.00%	0	0
Total Other Programs	5,997,429	11,306,067	5,308,639	46.95%	7,351,866	1,354,437
Administration:						
Executive	907,503	1,849,578	942,075	50.93%	1,162,269	254,766
Finance	748,314	946,515	198,202	20.94%	978,894	230,580
Business Affairs	3,591,278	4,589,662	998,383	21.75%	3,226,282	(364,996)
Total Administration	5,247,095	7,385,755	2,138,660	28.96%	5,367,445	120,350
TOTAL EXPENSES	20,156,637	40,757,681	20,601,044	50.55%	30,229,478	10,072,842
OPERATING SURPLUS (DEFICIT)	\$9,611,075	\$3,958,764	\$5,652,311	142.78%	\$3,920,287	\$5,690,788
Board Approved Reserve Investments:						
Operating Reserves:						
Disaster Donations	0	(25,000)	25,000	-100.00%	(5,000)	5,000
IT Special Projects (CRM)	(374,889)	(350,000)	(24,889)	7.11%	(323,965)	(50,924)
Cost of Flex	0	(1,300,000)	1,300,000	-100.00%	0	0
Safe Sport Contingency	0	0	0	0.00%	(30,000)	30,000
Athlete Leadership Summit	0	0	0	0.00%	(161,958)	161,958
Board Designated Funds:						
"Keeping Athletes First" (KAF) Initiative:						
Safe Sport Club Recognition Assistance	(562)	(1,000,000)	999,438	-99.94%	0	(562)
Coach Education & LMS	(24,300)	(1,750,000)	1,725,700	-98.61%	0	(24,300)
Safe Sport Staff Resources & Program Dev.	0	(500,000)	500,000	-100.00%	0	0
Online Member Registration	(84,591)	(250,000)	165,409	-66.16%	0	(84,591)
Legal	(271,058)	(250,000)	(21,058)	8.42%	(647,288)	376,229
USSIC Sale Letter of Credit	(2,133)	(2,500,000)	2,497,868	-99.91%	0	(2,133)
Total Board Approved Reserve Investments	(757,533)	(7,925,000)	7,167,467	-90.44%	(1,168,211)	410,678
Surplus (Deficit) Before Investment Gain (Loss)	8,853,541	(3,966,236)	12,819,777	-323.22%	2,752,076	6,101,466
Investment Gain (Loss)	15,537	0	15,537	0.00%	2,488,847	(2,473,310)
NET SURPLUS (DEFICIT)	\$8,869,078	(\$3,966,236)	\$12,835,314	-323.61%	\$5,240,923	\$3,628,155

USA Swimming
Income Statement - By Category
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
REVENUE:						
Membership	\$20,656,889	\$23,806,500	(\$3,149,611)	-13.23%	\$22,483,378	(\$1,826,489)
USOPC Partnership	3,641,817	5,389,500	(1,747,683)	-32.43%	4,546,750	(904,933)
Partnership Marketing Revenue	3,500,048	5,365,475	(1,865,427)	-34.77%	3,311,454	188,594
Consumer Revenue	25,735	435,000	(409,265)	-94.08%	177,410	(151,675)
Sport and Events	288,866	6,062,000	(5,773,134)	-95.23%	980,768	(691,902)
Foundation and Swim-A-Thon	617,500	1,245,000	(627,500)	-50.40%	555,000	62,500
Investment Income	730,943	2,173,848	(1,442,905)	-66.38%	1,796,118	(1,065,175)
Other Income	305,913	239,122	66,791	27.93%	298,886	7,027
Total Revenue	29,767,711	44,716,445	(14,948,734)	-33.43%	34,149,765	(4,382,054)
EXPENSES:						
Salaries and Wages	6,677,219	9,630,147	2,952,928	30.66%	6,337,856	(339,363)
Employee Benefits	1,555,901	2,039,511	483,610	23.71%	1,505,242	(50,659)
Employment Taxes	459,476	614,201	154,725	25.19%	432,184	(27,293)
Total Payroll and Benefits	8,692,596	12,283,859	3,591,263	29.24%	8,275,282	(417,314)
Insurance	2,420,329	3,317,732	897,403	27.05%	2,503,752	83,423
Professional Fees & Honoraria	1,882,448	3,595,891	1,713,444	47.65%	2,631,002	748,555
Direct Athlete Support	1,758,746	4,893,000	3,134,254	64.06%	3,303,371	1,544,624
Depreciation and Amortization	1,148,510	1,500,600	352,090	23.46%	934,242	(214,268)
Travel and Hospitality	690,731	6,133,942	5,443,210	88.74%	5,314,941	4,624,209
Grants	564,391	721,000	156,609	21.72%	559,684	(4,707)
Dues, Fees & Tickets	428,528	1,019,038	590,510	57.95%	825,826	397,298
Information Technology Expenses	421,236	310,200	(111,036)	-35.79%	405,711	(15,525)
Rent and Lease Expense	405,668	1,127,080	721,412	64.01%	885,164	479,496
Television and Video Production	393,960	1,273,190	879,230	69.06%	1,483,303	1,089,343
Supplies and Expense	266,776	784,763	517,987	66.01%	514,618	247,843
Printing and Duplication	241,804	597,245	355,441	59.51%	269,451	27,647
Apparel	233,984	666,470	432,486	64.89%	614,688	380,704
Miscellaneous Expenses	176,553	147,614	(28,939)	-19.60%	120,585	(55,968)
Telephone and Internet Service	165,381	439,893	274,512	62.40%	143,793	(21,588)
Gear, Equipment, & Signage	140,454	797,980	657,526	82.40%	491,492	351,038
Awards	59,891	457,626	397,735	86.91%	497,939	438,048
Advertising	37,310	264,600	227,290	85.90%	293,804	256,494
Protocol & Gifts	27,339	267,958	240,619	89.80%	160,829	133,490
Contingency	0	158,000	158,000	100.00%	0	0
Total Expenses	20,156,637	40,757,681	20,601,044	50.55%	30,229,478	10,072,842
OPERATING SURPLUS (DEFICIT)	\$9,611,075	\$3,958,764	\$5,652,311	142.78%	\$3,920,287	\$5,690,788
Board Approved Reserve Investments						
Operating Reserves:						
Disaster Donations	0	(25,000)	25,000	-100.00%	(5,000)	5,000
IT Special Projects (CRM)	(374,889)	(350,000)	(24,889)	7.11%	(323,965)	(50,924)
Cost of Flex	0	(1,300,000)	1,300,000	-100.00%	0	0
Safe Sport Contingency	0	0	0	0.00%	(30,000)	30,000
Athlete Leadership Summit	0	0	0	0.00%	(161,958)	161,958
Board Designated Funds:						
"Keeping Athletes First (KAF) Initiative":						
Safe Sport Club Recog Assist	(562)	(1,000,000)	999,438	-99.94%	0	(562)
Coach Education & LMS	(24,300)	(1,750,000)	1,725,700	-98.61%	0	(24,300)
Safe Sport Staff Res & Prog Dev	0	(500,000)	500,000	-100.00%	0	0
Online Member Registration	(84,591)	(250,000)	165,409	-66.16%	0	(84,591)
Legal	(271,058)	(250,000)	(21,058)	8.42%	(647,288)	376,229
USSIC Sale Letter of Credit	(2,133)	(2,500,000)	2,497,868	-99.91%	0	(2,133)
Total Board Approved Reserve Investments	(757,533)	(7,925,000)	7,167,467	-90.44%	(1,168,211)	410,678
Surplus (Deficit) Before Investment Gain (Loss)	8,853,541	(3,966,236)	12,819,777	-323.22%	2,752,076	6,101,466
Investment Gains (Losses)	15,537	0	15,537	0.00%	2,488,847	(2,473,310)
NET SURPLUS (DEFICIT)	\$8,869,078	(\$3,966,236)	\$12,835,314	-323.61%	\$5,240,923	\$3,628,155

USA Swimming, Inc.
Statement of Revenue
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
MEMBERSHIP:						
Athlete Membership	\$17,695,060	\$18,831,446	(\$1,136,386)	-6.03%	\$18,990,480	(\$1,295,420)
Flex	260,710	377,540	(116,830)	-30.95%	252,180	8,530
Cost of Flex	0	1,276,342	(1,276,342)	-100.00%	0	0
Outreach Athlete Membership	42,435	51,500	(9,065)	-17.60%	53,210	(10,775)
Seasonal Athlete Membership	181,048	609,360	(428,312)	-70.29%	560,820	(379,772)
Non-Athlete Membership	2,234,062	2,463,756	(229,694)	-9.32%	2,368,610	(134,548)
Life Membership	33,334	40,000	(6,666)	-16.67%	37,334	(4,000)
Allied Membership	0	1,000	(1,000)	-100.00%	500	(500)
Club Membership	206,220	212,310	(6,090)	-2.87%	212,310	(6,090)
Seasonal Club Membership	2,520	4,680	(2,160)	-46.15%	4,800	(2,280)
Affiliate Membership	450	800	(350)	-43.75%	500	(50)
Single Meet Open Water	320	1,500	(1,180)	-78.67%	1,510	(1,190)
Delegate Fees	0	350	(350)	-100.00%	500	(500)
Other Membership Income	730	(64,084)	64,814	-101.14%	624	106
TOTAL MEMBERSHIP	20,656,889	23,806,500	(3,149,611)	-13.23%	22,483,378	(1,826,489)
PARTNERSHIP MARKETING REVENUE:						
Corporate Sponsorship	3,286,042	5,335,475	(2,049,433)	-38.41%	3,107,378	178,664
Supplier Income	198,125	225,000	(26,875)	-11.94%	170,625	27,500
Licensee Income	10,821	30,000	(19,179)	-63.93%	10,000	821
Print Advertising	5,060	25,000	(19,940)	-79.76%	20,330	(15,270)
List Rental Income/Mailing Service	0	0	0	0.00%	3,121	(3,121)
TOTAL PARTNERSHIP MARKETING REVENUE	3,500,048	5,615,475	(2,115,427)	-37.67%	3,311,454	188,594
CONSUMER REVENUE:						
SwimBiz	0	0	0	0.00%	6,530	(6,530)
Royalties	8,384	100,000	(91,616)	-91.62%	106,165	(97,780)
Publication/Video Sales	0	0	0	0.00%	180	(180)
SwimOutlet	17,351	85,000	(67,649)	-79.59%	63,941	(46,589)
Splash Magazine Subscriptions	0	0	0	0.00%	595	(595)
TOTAL CONSUMER REVENUE	25,735	185,000	(159,265)	-86.09%	177,410	(151,675)
USOPC PARTNERSHIP:						
USOPC Performance Funding	2,311,650	3,082,200	(770,550)	-25.00%	2,266,650	45,000
USOPC Performance VIK	0	60,000	(60,000)	-100.00%	60,000	(60,000)
USOPC Direct Athlete Support	1,330,167	2,232,300	(902,133)	-40.41%	2,207,300	(877,133)
USOPC International Relations Grant	0	15,000	(15,000)	-100.00%	12,800	(12,800)
TOTAL USOPC PARTNERSHIP	3,641,817	5,389,500	(1,747,683)	-32.43%	4,546,750	(904,933)
INVESTMENT INCOME:						
Investment Income - Operating Budget	704,616	2,113,848	(1,409,232)	-66.67%	1,738,899	(1,034,283)
Interest Income - Savings	2	0	2	0.00%	3	(1)
Interest Income - Short Term Securities	26,325	60,000	(33,675)	-56.12%	57,216	(30,891)
TOTAL INVESTMENT INCOME	730,943	2,173,848	(1,442,905)	-66.38%	1,796,118	(1,065,175)

USA Swimming, Inc.
Statement of Revenue
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
FOUNDATION AND SWIM-A-THON:						
USA Swimming Foundation	415,000	975,000	(560,000)	-57.44%	555,000	(140,000)
Foundation Rent	202,500	270,000	(67,500)	-25.00%	0	202,500
TOTAL FOUND. AND SWIM-A-THON	617,500	1,245,000	(627,500)	-50.40%	555,000	62,500
SPORT AND EVENTS:						
Golden Goggle Awards	(752)	125,000	(125,752)	-100.60%	13,104	(13,856)
Coach Education Clinics	64,465	188,000	(123,536)	-65.71%	147,268	(82,804)
Altitude Camps	185,937	290,000	(104,063)	-35.88%	437,281	(251,345)
Olympic Trials	0	5,160,000	(5,160,000)	-100.00%	0	0
Pro Swim Series Host Fees	25,000	75,000	(50,000)	-66.67%	55,000	(30,000)
International Swim League (ISL)	0	50,000	(50,000)	-100.00%	150,000	(150,000)
Facilities Conference	6,440	8,000	(1,560)	-19.50%	8,673	(2,233)
Club Governance Programs	0	0	0	0.00%	235	(235)
Custom Visits (BAP)	4,167	6,000	(1,833)	-30.55%	9,300	(5,133)
Safe Sport Leadership Conference	0	0	0	0.00%	3,275	(3,275)
Safe Sport Materials	0	0	0	0.00%	12,348	(12,348)
International TV Rights	0	25,000	(25,000)	-100.00%	0	0
Other Registration	3,611	135,000	(131,389)	-97.33%	144,284	(140,673)
TOTAL SPORTS AND EVENTS	288,866	6,062,000	(5,773,134)	-95.23%	980,768	(691,902)
OTHER INCOME:						
NCAA Top Times List	100,589	100,600	(11)	-0.01%	96,720	3,869
Combined Federal Campaign	1,834	0	1,834	0.00%	3,926	(2,091)
Imputed Interest - Prepaid Rent	198,683	138,522	60,161	43.43%	113,811	84,872
Other Revenue	4,807	0	4,807	0.00%	84,430	(79,623)
TOTAL OTHER INCOME	305,913	239,122	66,791	27.93%	298,886	7,027
TOTAL OPERATING REVENUE	\$29,767,711	\$44,716,445	(\$14,948,734)	-33.43%	\$34,149,765	(\$4,382,054)
INVESTMENT GAINS (LOSSES):						
Investment Income (Loss) less Operating Allocation	77,988	0	77,988	0.00%	2,554,844	(2,476,856)
Money Manager Fees	(62,452)	0	(62,452)	0.00%	(65,997)	3,545
TOTAL INVESTMENT GAINS (LOSSES)	15,537	0	15,537	0.00%	2,488,847	(2,473,310)
TOTAL REVENUE	\$29,783,248	\$44,716,445	(\$14,933,197)	-33.40%	\$36,638,612	(\$6,855,364)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
TECHNICAL/SPORT:						
SPORT DEVELOPMENT						
<i>Athlete Development Programs</i>						
1117 LSC Camps	\$279	\$10,200	\$9,921	97.26%	\$9,225	\$8,946
1118 Zone Select Camps	6,716	127,844	121,128	94.75%	118,223	111,506
1119 National Select Camps	21	0	(21)	0.00%	14,218	14,196
1120 Camp (VIK)	1,965	25,000	23,035	92.14%	19,125	17,160
1135 Tech Services Support	0	2,900	2,900	100.00%	29	29
1163 Open Water Select Camp	0	62,460	62,460	100.00%	62,500	62,500
Program Group Total	8,982	228,404	219,422	96.07%	223,320	214,338
<i>Coach Education and Development</i>						
1213 Coach Education Development	18,009	62,800	44,791	71.32%	22,556	4,547
1231 USA-S Hosted Coaches Clinics	4,188	138,236	134,048	96.97%	62,577	58,390
1233 Disability Swimming Coaches Workshop	0	8,160	8,160	100.00%	0	0
1237 Non-USAS Clinic Participation	4,109	38,100	33,991	89.21%	24,245	20,135
1240 Online Coach Clinics/Podcasts	4,969	10,100	5,131	50.80%	5,032	63
1242 Coach Mentoring	17,550	129,322	111,772	86.43%	79,591	62,042
1245 Master Coach Program	0	25,000	25,000	100.00%	65,160	65,160
1290 Travel & Program Support	20,776	191,680	170,904	89.16%	114,696	93,921
Program Group Total	69,600	603,398	533,798	88.47%	373,858	304,257
<i>Club Education and Development</i>						
1302 Club Excellence Program	453,911	463,000	9,089	1.96%	442,535	(11,377)
1305 Club Recognition Program	0	7,500	7,500	100.00%	0	0
1311 Club Governance Programs	10,024	31,154	21,130	67.82%	13,105	3,081
1314 Club Resources	27,403	13,734	(13,669)	-99.53%	11,721	(15,683)
1332 Club Research Technology	10,420	30,500	20,080	65.84%	25,695	15,274
1390 Travel & Program Support	15,111	169,382	154,271	91.08%	119,795	104,683
Program Group Total	516,870	715,270	198,400	27.74%	612,850	95,980
<i>LSC Development & Education</i>						
1470 LSC Consulting	32,323	67,902	35,579	52.40%	36,096	3,773
1475 LEAP Program	21,746	53,500	31,754	59.35%	33,608	11,862
1481 Leadership Workshops	1,808	26,971	25,163	93.30%	5,680	3,872
Program Group Total	55,878	148,373	92,495	62.34%	75,384	19,507
<i>Facilities Advocacy & Development</i>						
1505 Build a Pool Conference	22,743	60,200	37,457	62.22%	38,324	15,581
1507 Aquatic Industry Relations	0	22,400	22,400	100.00%	16,470	16,470
1590 Travel & Program Support	90,000	146,800	56,800	38.69%	9,927	(80,073)

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
<i>Program Group Total</i>	<u>112,743</u>	<u>229,400</u>	<u>116,657</u>	<u>50.85%</u>	<u>64,720</u>	<u>(48,022)</u>
Membership Growth and Diversity						
1638 Diversity Management Support	7,198	106,550	99,352	93.24%	51,913	44,715
1640 Community Swim Team Development	7,836	70,500	62,664	88.89%	21,256	13,421
1645 Zone Diversity Camps & Meetings	9,863	35,400	25,537	72.14%	22,905	13,042
1651 Diversity VIK	17,890	15,000	(2,890)	-19.27%	12,431	(5,459)
1665 Diversity Select Camp	7,957	75,256	67,299	89.43%	72,877	64,919
<i>Program Group Total</i>	<u>50,744</u>	<u>302,706</u>	<u>251,962</u>	<u>83.24%</u>	<u>181,382</u>	<u>130,637</u>
Committees						
1823 Convention Education Committee	0	500	500	100.00%	8,868	8,868
1830 LSC Development Committee	0	4,550	4,550	100.00%	25,419	25,419
1841 Disability Swimming Committee	55	500	445	89.00%	215	160
1842 Diversity Committee	0	500	500	100.00%	20,931	20,931
1851 Age Group Development Committee	0	500	500	100.00%	0	0
1856 Club Development Committee	0	500	500	100.00%	0	0
1865 Zone Director Committee	0	0	0	0.00%	422	422
1885 Senior Development Committee	0	500	500	100.00%	0	0
<i>Program Group Total</i>	<u>55</u>	<u>7,550</u>	<u>7,495</u>	<u>99.27%</u>	<u>55,855</u>	<u>55,800</u>
Administration						
1990 Administration & Operational Support	266,355	471,718	205,363	43.54%	232,727	(33,628)
1999 Salary and Benefits	2,052,503	2,657,275	604,772	22.76%	1,577,926	(474,577)
<i>Program Group Total</i>	<u>2,318,858</u>	<u>3,128,993</u>	<u>810,135</u>	<u>25.89%</u>	<u>1,810,653</u>	<u>(508,205)</u>
TOTAL SPORT DEVELOPMENT	<u>3,133,731</u>	<u>5,364,094</u>	<u>2,230,364</u>	<u>41.58%</u>	<u>3,398,022</u>	<u>264,292</u>
EVENTS AND MEMBER SERVICES						
Events						
2005 Olympic Trials	446	40,000	39,554	98.88%	8,336	7,889
2018 US Open (frmly Winter National Champs)	1,997	213,836	211,839	99.07%	2,365	368
2019 National Championships/Trials	1,880	0	(1,880)	0.00%	793,526	791,646
2022 International Swimming League Events	0	25,000	25,000	100.00%	1,428	1,428
2023 USA Swimming Summer Invitational (frmly US Open)	1,823	116,013	114,190	98.43%	879	(944)
2025 Pro Swim Series	140,746	280,348	139,602	49.80%	312,179	171,433
2027 Speedo Sectionals	99,914	220,000	120,086	54.58%	205,000	105,086
2028 IM Xtreme Games	4,000	24,000	20,000	83.33%	4,000	0
2029 Zone Championships	12,500	100,000	87,500	87.50%	95,000	82,500
2035 Futures Championships	0	90,574	90,574	100.00%	121,662	121,662
2040 Jr. Pan Pacific Championships	0	25,000	25,000	100.00%	0	0
2045 Jr. National Championships (Summer LC)	0	0	0	0.00%	141,693	141,693
2050 Jr. NTL. Champ. (Winter SC) & Long Course Inv.	126	138,256	138,130	99.91%	7,827	7,700

USA Swimming, Inc.
Quarterly Statement of Expenses - By Program
For the Nine Months Ended September 30, 2020

	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
2069 Open Water Championships	10,469	102,117	91,648	89.75%	85,140	74,672
2077 National Events Uniforming VIK	0	40,000	40,000	100.00%	13,500	13,500
2076 Bag Tags VIK	18	10,000	9,982	99.82%	896	878
2716 Omega Timing Systems VIK	0	400,000	400,000	100.00%	0	0
Program Group Total	273,919	1,825,144	1,551,225	84.99%	1,793,430	1,519,511
Member Programs						
2411 Member Dues and Services	9,203	9,136	(67)	-0.73%	7,953	(1,250)
2412 Technology Projects	0	25,000	25,000	100.00%	0	0
2418 SWIMS 2.0	140,841	189,500	48,659	25.68%	127,438	(13,403)
2423 Rulebook	90,615	108,800	18,185	16.71%	99,506	8,891
2430 Athlete Leadership Camp	0	30,000	30,000	100.00%	0	0
2431 Swimposium	6,450	96,188	89,738	93.29%	56,815	50,365
2432 Zone Workshops	1,250	202,036	200,786	99.38%	268,601	267,351
2434 On-Line Registration	86,914	106,500	19,586	18.39%	67,387	(19,527)
2498 Awards	5,227	12,290	7,063	57.47%	16,519	11,292
Program Group Total	340,500	779,450	438,950	56.32%	644,218	303,718
Member Programs - Officials						
2433 Officials Training Sessions	555	89,055	88,500	99.38%	55,100	54,545
2437 Officials On-Line Testing	0	1,100	1,100	100.00%	0	0
2438 Officials Certification Program	0	5,200	5,200	100.00%	0	0
2440 Officials Clinic	232	48,960	48,728	99.53%	800	568
2441 Officials International Travel	0	23,467	23,467	100.00%	19,862	19,862
2450 Officials Mentoring & Training	495	4,068	3,573	87.82%	748	253
Program Group Total	1,282	171,850	170,568	99.25%	76,511	75,228
Other Programs and Services						
2501 Publications and Video Sales	8,624	30,000	21,376	71.25%	27,956	19,332
2502 Mailing Service	0	500	500	100.00%	109	109
2505 Trials Hospitality	560	40,768	40,208	98.63%	0	(560)
2518 Altitude Camps	159,834	300,000	140,166	46.72%	519,073	359,240
2519 Times Projects	26,388	34,400	8,012	23.29%	23,418	(2,969)
2535 Pool Environment Research & Education	0	30,000	30,000	100.00%	0	0
2715 TV/Web Cast Production	226,187	881,640	655,453	74.34%	1,134,328	908,141
Program Group Total	421,593	1,317,308	895,715	68.00%	1,704,886	1,283,293
Committees & Governance						
2801 Convention	42,475	110,522	68,046	61.57%	130,867	88,392
2802 Convention - Athletes	0	78,009	78,009	100.00%	90,389	90,389
2825 Registration / Membership	11	500	489	97.77%	14,346	14,335
2832 Awards	0	300	300	100.00%	381	381
2835 Credentials / Elections	0	500	500	100.00%	3,263	3,263

USA Swimming, Inc.
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	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
2836 Rules and Regulations	1,171	19,490	18,319	93.99%	21,971	20,800
2857 Times & Recognition Committee	2,624	500	(2,124)	-424.71%	6,198	3,575
2860 Program & Events Committee	0	500	500	100.00%	0	0
2862 Championship Evaluation Committee	0	0	0	0.00%	750	750
2866 Officials	7,755	8,498	743	8.74%	19,228	11,473
2887 Athletes Executive Committee	331	500	169	33.82%	19,356	19,025
Program Group Total	54,367	219,319	164,951	75.21%	306,749	252,382
Administration						
2990 Administration & Operational Support	103,590	210,200	106,610	50.72%	184,892	81,302
2999 Salary and Benefits	751,641	1,053,994	302,353	28.69%	1,067,265	315,624
Program Group Total	855,231	1,264,194	408,963	32.35%	1,252,157	396,925
TOTAL EVENTS AND MEMBER SERVICES	1,946,893	5,577,265	3,630,372	65.09%	5,777,951	3,831,058
NATIONAL TEAM						
Competitions						
3001 Olympic Games	0	458,150	458,150	100.00%	150	150
3013 Pan American Games	0	0	0	0.00%	80,246	80,246
3015 World University Games	0	0	0	0.00%	482,009	482,009
3031 Long Course World Championships	0	0	0	0.00%	339,854	339,854
3033 Short Course World Championships	0	352,360	352,360	100.00%	476	476
Program Group Total	0	810,510	810,510	100.00%	902,735	902,735
Junior Team Programs						
3009 Jr. Team International Competition	0	122,500	122,500	100.00%	116,207	116,207
3012 Jr. Pan Pacific Championships	1,375	335,070	333,695	99.59%	0	(1,375)
3045 Junior Team Camps	2,598	52,200	49,602	95.02%	41,258	38,660
3050 FINA World Junior Championships	0	0	0	0.00%	321,163	321,163
3051 Jr. Team Pro Swim Series	5,045	25,000	19,955	79.82%	7,700	2,655
3053 World 100	0	3,000	3,000	100.00%	11,654	11,654
3992 Ntl. Jr. Team Program Support	6,993	25,660	18,667	72.75%	20,762	13,769
Program Group Total	16,011	563,430	547,419	97.16%	518,744	502,733
Open Water Programs						
3040 FINA Open Water Jr. Championships	0	63,845	63,845	100.00%	7,948	7,948
3060 Open Water Olympic Games	0	54,300	54,300	100.00%	0	0
3061 Open Water World Championships	0	0	0	0.00%	27,839	27,839
3065 Open Water World Cup	50,253	81,910	31,657	38.65%	79,071	28,818
3067 Open Water Camps	1,617	9,000	7,383	82.04%	14,947	13,331
3068 Open Water - Foundation	0	0	0	0.00%	20,427	20,427
3075 Open Water International Camps	0	0	0	0.00%	102,680	102,680

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3495 Open Water Program Support	3,059	27,306	24,247	88.80%	20,071	17,012
Program Group Total	54,929	236,361	181,432	76.76%	272,983	218,054
Camps						
3005 Olympic Games Prep Camps	0	1,024,295	1,024,295	100.00%	0	0
3069 National Team Specialty Camps	17,750	109,000	91,250	83.72%	0	(17,750)
3071 Altitude Training Camps	9,176	32,000	22,824	71.33%	24,729	15,553
3073 National Team Camps	12,338	20,000	7,662	38.31%	55,049	42,711
3076 National Team International Camps	0	0	0	0.00%	454,003	454,003
3479 Advance Team Visits	4,874	16,800	11,926	70.99%	21,006	16,132
Program Group Total	44,138	1,202,095	1,157,957	96.33%	554,787	510,649
Athlete Services						
3101 Athlete Support-Stipends & Grants	1,330,167	1,725,000	394,833	22.89%	1,269,677	(60,490)
3103 Athlete Support-Medals & Records	0	1,010,000	1,010,000	100.00%	472,500	472,500
3107 Athlete Support-Op Gold Qualification Bonus	6,000	670,000	664,000	99.10%	493,750	487,750
3025 Pro Swim Series Athlete Support	260,494	622,000	361,506	58.12%	586,627	326,134
3021 World Cup Athlete Support	0	0	0	0.00%	556	556
3127 National Team Investment Grant	102,936	300,000	197,064	65.69%	267,990	165,054
3106 Phillips 66 Athlete Support	2,500	100,000	97,500	97.50%	39,748	37,248
3110 National Team Uniforming (VIK)	156,291	325,000	168,709	51.91%	335,358	179,067
3120 Athlete Support-Olympic Prep	0	15,000	15,000	100.00%	2,132	2,132
3130 Foundation Travel & Training	42,400	50,000	7,600	15.20%	54,970	12,570
3131 Foundation Athlete Endowments	38,751	80,000	41,249	51.56%	22,500	(16,251)
3453 Drug Control Program	3,396	47,450	44,054	92.84%	8,954	5,558
Program Group Total	1,942,934	4,944,450	3,001,516	60.70%	3,554,762	1,611,828
Coach Services						
3203 Coach Incentive & Reward Program	0	330,000	330,000	100.00%	330,000	330,000
3210 Olympic Team Prep - Coaches	45,000	86,440	41,440	47.94%	48,835	3,835
3220 Contract Labor - National Team Tech Advisor	42,087	75,628	33,541	44.35%	60,723	18,636
3222 National Team Consultant	20,141	36,623	16,482	45.00%	27,923	7,782
3460 Olympic Staff Recognition	0	30,000	30,000	100.00%	29,370	29,370
3010 Coach Education	4,785	26,716	21,931	82.09%	21,462	16,676
3077 National Team Coaches Meeting	0	5,000	5,000	100.00%	113,624	113,624
Program Group Total	112,014	590,407	478,393	81.03%	631,938	519,924
High Performance Support						
3301 National Team Performance Support	48,815	170,145	121,330	71.31%	103,619	54,804
3310 USOPC Practitioner Travel Support	7,289	49,500	42,211	85.28%	54,502	47,213
Program Group Total	56,104	219,645	163,541	74.46%	158,121	102,017
Sport Medicine & Science						

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3201 Athletes and Coach Wellness Programs	31,259	75,000	43,742	58.32%	400	(30,859)
3353 Sport Medicine & Science Network	53,222	96,000	42,778	44.56%	102,404	49,182
3155 Elite Athlete Accident Coverage	35,698	35,550	(148)	-0.42%	35,500	(198)
3200 Athlete Life Skills	100	0	(100)	0.00%	14,208	14,108
3351 Athlete Testing & Lab Expenses	8,816	24,100	15,284	63.42%	13,739	4,923
3390 Sport Medicine & Science Program Support	8,445	38,688	30,243	78.17%	15,477	7,032
Program Group Total	137,539	269,338	131,799	48.93%	181,728	44,188
Other Programs and Services						
3481 National Team Equipment	12,724	25,500	12,776	50.10%	10,620	(2,104)
3496 National Team Selection	0	19,500	19,500	100.00%	3,250	3,250
3499 Team Management Technology	69,149	69,415	266	0.38%	67,068	(2,081)
Program Group Total	81,874	114,415	32,541	28.44%	80,939	(935)
Committees						
3846 Sports Medicine	0	500	500	100.00%	0	0
3868 Open Water Committee	35	300	265	88.25%	7,228	7,193
3882 National Steering Committee	1,441	10,350	8,909	86.08%	13,247	11,806
3888 National Team Ath Committee	103	500	397	79.33%	65	(38)
Program Group Total	1,579	11,650	10,071	86.44%	20,541	18,961
Administration						
3990 Administration & Operational Support	174,403	332,162	157,759	47.49%	233,934	59,531
3999 Salary and Benefits	1,209,963	1,830,037	620,073	33.88%	1,222,982	13,019
Program Group Total	1,384,367	2,162,199	777,832	35.97%	1,456,916	72,549
TOTAL NATIONAL TEAM	3,831,490	11,124,500	7,293,010	65.56%	8,334,194	4,502,704
TOTAL TECHNICAL/SPORT	8,912,113	22,065,859	13,153,745	59.61%	17,510,167	8,598,054
OTHER PROGRAMS:						
COMMERCIAL						
Partnerships & Event Marketing						
5901 Servicing	51,308	373,375	322,067	86.26%	217,128	165,820
5900 Contractuals	139,730	0	(139,730)	0.00%	0	(139,730)
5905 Sales Development Support	0	50,000	50,000	100.00%	28,992	28,992
5916 Sigma Gamma Rho	3,690	0	(3,690)	0.00%	0	(3,690)
5620 Family Program	27,652	77,960	50,308	64.53%	41,604	13,952
5715 SwimBiz	0	0	0	0.00%	84,153	84,153
5709 Nationals Marketing	0	95,000	95,000	100.00%	560,483	560,483
5760 Jr Nationals Marketing	0	0	0	0.00%	2,332	2,332

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5762 Pro Swim Series Marketing	153,936	176,606	22,670	12.84%	173,574	19,638
5764 US Open Marketing	0	42,950	42,950	100.00%	3,030	3,030
5770 Event Marketing	0	23,466	23,466	100.00%	2,110	2,110
5755 USA Swimming House-Trials	0	250,000	250,000	100.00%	7,800	7,800
5902 Merchandise Program	5,128	79,205	74,077	93.53%	9,985	4,857
5911 Aqua Zone - Olympic Trials	7,312	1,000,200	992,888	99.27%	14,254	6,942
Program Group Total	388,756	2,168,762	1,780,006	82.07%	1,145,446	756,690
Communications						
5109 Athlete Partnership Fulfillment	5,883	58,700	52,817	89.98%	27,255	21,372
5711 Splash Magazine	361,159	736,000	374,841	50.93%	531,454	170,295
5722 Social Media Aggregation	25,787	35,000	9,213	26.32%	5,850	(19,937)
5714 PR-USA Swimming Programs	76,463	25,000	(51,463)	-205.85%	29,269	(47,194)
5724 Communication Operations	136,286	271,596	135,310	49.82%	193,685	57,399
Program Group Total	605,579	1,126,296	520,717	46.23%	787,514	181,935
Creative Services						
5710 Membership/Recruiting Promotion (SwimToday)	58,355	249,600	191,245	76.62%	196,619	138,263
5720 Video Production Services	80	14,675	14,595	99.45%	5,394	5,314
5730 USA Swimming Productions	285,186	699,325	414,139	59.22%	741,225	456,039
5904 Marketing Contract Labor	0	25,000	25,000	100.00%	6,500	6,500
Program Group Total	343,622	988,600	644,978	65.24%	949,738	606,116
Business Intelligence & Digital Platforms						
5713 Deck Pass	49,747	136,000	86,253	63.42%	6,523	(43,224)
5716 Swimjitsu	8,152	10,780	2,628	24.38%	8,298	145
5726 Business Intelligence	0	25,880	25,880	100.00%	0	0
5718 usaswimming.org - Web site	388,199	662,180	273,981	41.38%	372,246	(15,953)
	446,098	834,840	388,742	46.56%	387,067	(59,032)
Administration						
5990 Administration & Operational Support	214,074	350,087	136,013	38.85%	221,849	7,775
5999 Salary and Benefits	1,611,882	2,195,795	583,913	26.59%	1,328,721	(283,161)
Program Group Total	1,825,956	2,545,882	719,926	28.28%	1,550,570	(275,386)
TOTAL COMMERCIAL	3,610,011	7,664,380	4,054,369	52.90%	4,820,334	1,210,323
RISK MANAGEMENT SERVICES						
Member Programs						
9413 Member Insurance Premiums & Retention	2,384,907	3,279,732	894,825	27.28%	2,488,107	103,200
9415 Other Risk Management	0	19,700	19,700	100.00%	10,000	10,000
Program Group Total	2,384,907	3,299,432	914,525	27.72%	2,498,107	113,200

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	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
Committees						
9827 Operational Risk Committee	0	500	500	100.00%	20,688	20,688
<i>Program Group Total</i>	<i>0</i>	<i>500</i>	<i>500</i>	<i>100.00%</i>	<i>20,688</i>	<i>20,688</i>
Administration						
9490 Administration & Operational Support	2,511	30,755	28,244	91.84%	12,738	10,227
<i>Program Group Total</i>	<i>2,511</i>	<i>30,755</i>	<i>28,244</i>	<i>91.84%</i>	<i>12,738</i>	<i>10,227</i>
TOTAL RISK MANAGEMENT SERVICES	2,387,418	3,330,687	943,269	28.32%	2,531,532	144,115
FOUND. & MAKE A SPLASH SUPPORT						
6667 USA Swimming Staff Allocation	0	311,000	311,000	100.00%	0	0
TOTAL FOUNDATION & MAS SUPPORT	0	311,000	311,000	100.00%	0	0
FOUNDATION - OTHER						
TOTAL OTHER PROGRAMS	5,997,429	11,306,067	5,308,639	46.95%	7,351,866	1,354,437
SUPPORT DIVISIONS:						
EXECUTIVE						
Other Executive						
7920 CEO Contingency	20,697	60,000	39,303	65.50%	54,605	33,908
7930 Board Chair Travel and Expenses	8,247	44,797	36,550	81.59%	37,097	28,850
7931 Olympic Games Executive Contingency	0	100,000	100,000	100.00%	0	0
7945 CSCAA Grant	90,000	120,000	30,000	25.00%	90,000	0
7971 Organizational Relations - Domestic	19,655	67,500	47,845	70.88%	50,081	30,426
7984 Organizational Relations - Internat'l	2,978	40,000	37,022	92.55%	24,177	21,199
7981 International Relations	4,393	44,274	39,881	90.08%	26,495	22,102
<i>Program Group Total</i>	<i>145,970</i>	<i>476,571</i>	<i>330,601</i>	<i>69.37%</i>	<i>282,456</i>	<i>136,486</i>
Committees & Governance						
7803 Board of Directors	6,920	154,643	147,723	95.53%	85,195	78,275
7808 Task Force & Other Committees	112,005	166,670	54,665	32.80%	104,626	(7,379)
7811 International Relations Committee	0	500	500	100.00%	8,778	8,778
7820 Nominating Committee	0	8,892	8,892	100.00%	1,468	1,468
<i>Program Group Total</i>	<i>118,925</i>	<i>330,705</i>	<i>211,780</i>	<i>64.04%</i>	<i>200,067</i>	<i>81,142</i>

USA Swimming, Inc.
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	Year To Date Actual	2020 Budget	Remaining Dollars	Remaining Percentage	Year To Date 2019	Favorable (Unfavorable)
Administration						
7990 Administration & Operational Support	35,234	166,880	131,646	78.89%	95,044	59,809
7999 Salary and Benefits	607,373	875,422	268,049	30.62%	584,702	(22,670)
Program Group Total	642,607	1,042,302	399,695	38.35%	679,746	37,139
TOTAL EXECUTIVE	907,503	1,849,578	942,075	50.93%	1,162,269	254,766
FINANCE						
Other Programs						
8500 LSC/Club Financial Resources	220	10,112	9,892	97.82%	5,056	4,836
Program Group Total	220	10,112	9,892	97.82%	5,056	4,836
Committees						
8895 Investment Committee	0	200	200	100.00%	104	104
8880 Audit Committee	0	100	100	100.00%	0	0
Program Group Total	0	300	300	100.00%	104	104
Administration						
8100 Allocated Expenses	47	0	(47)	0.00%	0	(47)
8990 Administration & Operational Support	160,352	215,946	55,594	25.74%	129,883	(30,468)
8999 Salary and Benefits	587,695	720,157	132,462	18.39%	843,850	256,155
Program Group Total	748,094	936,103	188,010	20.08%	973,734	225,640
TOTAL FINANCE	748,314	946,515	198,202	20.94%	978,894	230,580
BUSINESS AFFAIRS						
Legal and NBR						
9695 Legal	237,555	200,000	(37,555)	-18.78%	312,513	74,958
9692 National Board of Review	239,714	20,000	(219,714)	-1098.57%	24	(239,689)
9690 Legal - Admin. & Oper. Support	3,630	8,358	4,728	56.57%	5,889	2,259
Program Group Total	480,898	228,358	(252,540)	-110.59%	318,426	(162,472)
Safe Sport						
9335 Safe Sport - Background Checks	585	1,200	615	51.22%	17,099	16,513
9375 Safe Sport Online Education	42,369	72,700	30,331	41.72%	45,000	2,631
9386 Safe Sport Athlete Fellowship	3,007	5,826	2,819	48.39%	11,956	8,949
9385 Safe Sport Programs	118,960	309,396	190,436	61.55%	164,176	45,216
9387 Safe Sport - USOPC Center for Safe Sport	188,438	296,000	107,563	36.34%	155,205	(33,233)
9388 Safe Sport - Leadership Conference	19	2,500	2,481	99.23%	47,829	47,809
9389 Safe Sport - SwimAssist	92,179	100,000	7,821	7.82%	113,274	21,096
Program Group Total	445,557	787,622	342,065	43.43%	554,539	108,982

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	<u>Year To Date Actual</u>	<u>2020 Budget</u>	<u>Remaining Dollars</u>	<u>Remaining Percentage</u>	<u>Year To Date 2019</u>	<u>Favorable (Unfavorable)</u>
<i>Other Programs</i>						
9380 Human Resources	64,366	122,147	57,781	47.30%	89,980	25,614
9290 Government Relations	23,428	58,916	35,488	60.24%	8,640	(14,788)
9295 Information Technology Support	509,456	564,310	54,854	9.72%	447,684	(61,772)
<i>Program Group Total</i>	<u>597,249</u>	<u>745,373</u>	<u>148,124</u>	<u>19.87%</u>	<u>546,303</u>	<u>(50,946)</u>
<i>Committees</i>						
9810 Safe Sport Committee	0	500	500	100.00%	11,909	11,909
<i>Program Group Total</i>	<u>0</u>	<u>500</u>	<u>500</u>	<u>100.00%</u>	<u>11,909</u>	<u>11,909</u>
<i>Administrative</i>						
9990 Administration & Operational Support	212,146	280,530	68,384	24.38%	166,847	(45,298)
9999 Salary and Benefits	1,855,429	2,547,279	691,850	27.16%	1,628,258	(227,171)
<i>Program Group Total</i>	<u>2,067,574</u>	<u>2,827,809</u>	<u>760,234</u>	<u>26.88%</u>	<u>1,795,105</u>	<u>(272,469)</u>
TOTAL BUSINESS AFFAIRS	<u>3,591,278</u>	<u>4,589,662</u>	<u>998,383</u>	<u>21.75%</u>	<u>3,226,282</u>	<u>(364,996)</u>
TOTAL SUPPORT DIVISIONS	<u>5,247,095</u>	<u>7,385,755</u>	<u>2,138,660</u>	<u>28.96%</u>	<u>5,367,445</u>	<u>120,350</u>
GRAND TOTALS	<u>\$20,156,637</u>	<u>\$40,757,681</u>	<u>\$20,601,044</u>	<u>50.55%</u>	<u>\$30,229,478</u>	<u>\$10,072,842</u>

USA Swimming, Inc.
Statement of Cash Flows
For the Nine Months Ended September 30, 2020

	September 30, 2020	
	Quarter 3	YTD
Operating activities:		
Change in Net Assets	\$ (2,019,956)	\$ 8,869,078
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	363,506	160,278
Net realized and unrealized (gains) losses on investments	(1,412,731)	(330,298)
Changes in operating assets and liabilities:		
Accounts receivable	(4,392,175)	(5,660,696)
Prepaid expenses and deferred changes	(115,594)	268,285
Olympic Trials Joint Venture	-	-
Accounts payable, accrued exp and other liabilities	(90,018)	(546,841)
Deferred revenue	3,585,415	(9,963,545)
Net cash provided by/(used in) operating activities	<u>(2,061,597)</u>	<u>(16,072,817)</u>
Investing activities:		
(Purchase)/Proceeds of Long-term investments, net	2,869,755	5,339,175
Decrease in prepaid rent	23,497	69,554
Acquisition/Disposal of property and equipment	<u>(206,539)</u>	<u>254,584</u>
Net cash provided by/(used in) investing activities	<u>2,686,713</u>	<u>5,663,313</u>
Financing activities:		
Proceeds from Line of Credit	<u>1,821,000</u>	<u>1,821,000</u>
Net cash provided by/(used in) financing activities	<u>1,821,000</u>	<u>1,821,000</u>
Net increase/(decrease) in cash & cash equivalents	426,160	280,574
Cash & cash equivalents beginning of period	<u>4,008,104</u>	<u>4,153,690</u>
Cash & cash equivalents end of period	<u><u>\$ 4,434,264</u></u>	<u><u>\$ 4,434,264</u></u>

Performance Monitoring Report

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

We hereby present the monitoring report on the Board's policy 3.6 "Financial Planning and Budgeting" in accordance with the monitoring schedule set forth in Board policy.

The information contained in this report, and the attached forecast for the remainder of FY 2020 and budget forecast for FY 2021 are true as of September 30, 2020.

Signed , President & CEO

, CFO

Date: November 11, 2020

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 2020 as well as the 2021 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 2019, projected an operating surplus of \$3,958,764. Based on financial activities through September 30, 2020 and the organizational and global landscape given the current pandemic, our current projection is for a FYE operating surplus of \$5,090,459, which is ahead of the number approved by this body in November 2019 by \$1,131,695.

While we acknowledge the significant discrepancy between the expected and COVID-adjusted financial projections, we are continuing to actively analyze and strategize short- and long-term decisions as we navigate the effects of the pandemic over the next 24 months and beyond. We therefore report **COMPLIANCE**.

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 2020 updated forecast projects an operating surplus of \$5,090,459 and our initial 2021 budget shows an operating deficit of (\$3,168,998). As we finish Q4 2020 and 2021, 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 2020 budget planning process was refined for presentation to the Board in November 2019. Business unit and department management rigorously reviewed and ensured the merit of planned expenditures. Projections of revenues were built on assumptions supported by history and current developments. A summary with variance explanations of the assumptions accompanied the presentation. The budget contains sufficient detail for subsequent auditor traceability (as was the case for the 2019 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 2020 budget was crafted, presented, and approved prior to 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:

- Total revenues projected less than original budget by (\$11,976,769) or (26.8%).
 - Sport & Events revenue projected less by (\$5,733,635) primarily due to the Trials postponement and the deferral of these revenues until 2021,
 - Partnership Marketing revenue projected less by (\$3,024,985) given the cancellation of certain events and postponement of others, including Trials, which affects the ability to activate/fulfill our sponsor contracts in certain situations,
 - Membership revenues projected less by (\$1,884,475) given the current facility closures throughout the country, which will affect the last remaining months of the 2019-2020 membership year,
 - Investment Income projected less by (\$1,443,232) as a result from the organization discontinuing portfolio distributions to be used for operations for the remainder of 2020 to reduce additional strain on our reserves during these uncertain times.

- USOPC Partnership revenue projected less by (\$1,231,200) primarily due to Olympic Games related grants that will be deferred to 2021.
- Total operating expenses less than original budget by \$13,108,464 or 32.2%.
 - National Team division projected less by \$4,833,673 primarily due to the postponement of the Olympic Games, Trials, and other events,
 - Commercial division projected less by \$3,086,718 primarily due to the postponement of Trials and other event activations,
 - Events & Member Services division projected less by \$2,907,051 primarily due to events and travel being cancelled or postponed,
 - Sport Development division projected less by \$1,227,992 primarily due to events and travel being cancelled or postponed.

For the 2021 budget planning process, business unit and department management rigorously reviewed and ensured the merit of planned expenditures considering prior Olympic-year items as well as trends from 2020 and prior (including the items and areas listed above).

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 do not 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 2020 are \$32,739,676 and (\$27,649,217), respectively, resulting in a net surplus of \$5,090,459. As we approach the last year of the current “5 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 next 15 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 (attached forecast)	Revenues \$32,739,676	Expenses \$27,649,217	Net \$5,090,459
FY 2021 (attached budget)	Revenues \$30,800,608	Expenses \$33,969,606	Net (\$3,168,998)
“Quad” Total – Current forecast:	Revenues \$173,984,798	Expenses \$175,401,867	Net (\$1,417,069)

We report **NON-COMPLIANCE** at this time but are continuing to actively analyze and strategize areas to meet and exceed the 2020 operating budget and the 2021 “quad” budget goal given the material operational changes starting in 2020 with the global pandemic.

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 (\$406,213) reserve shortage below the required Operating Reserve of \$20,378,841 (six months budgeted operating expenses) at December 31, 2019. This shortage is primarily attributable to Board approved reserve spending as well as the operating deficits in 2018 and 2019.

As such, the CFO calculated the Operating Reserve requirement again as of September 30, 2020 and has reported \$5,920,612 of excess reserves above the required Operating Reserve of \$13,824,609 (six months projected operating expenses which have been significantly reduced as outlined in Provision #2 above).

Note the December 31, 2019 calculation was at 98% of the targeted reserve level (or 5.88 months vs. the targeted 6 months) and has rebounded to 143% (or 8.57 months) as of September 30, 2020. 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 in 2020 and 2021, and the current reserve calculation, the Vice Chair of Fiscal Oversight and CFO recommend no changes or concern at this point. Operating Reserve will be calculated again every quarter.

The corporation also has \$17,627,005 of Board Designated funds from the sale of USSIC in reserves as of September 30, 2020. 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. While this has always been the case, the new governance structure does create greater clarity and accountability regarding Board and management domains.

This policy requires that I ensure that the annual budget incorporates funding for Board prerogatives related to its governance functions. Consistent with 2019 and under the new governance structure, 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 25, 2020 Board meeting, the Board approved, per its policy 2.10.3, its budget for Board prerogatives for FY 2021. These allocations are included in the attached 2021 budget forecast.

We therefore report **COMPLIANCE**.

USA Swimming
2020 Budget vs. 2020 Forecast Summary
As of 11/10/2020

	Approved Budget 2020	Current Forecast 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
REVENUE:					
Membership	\$ 23,806,500	\$ 21,922,025	\$ (1,884,475)	-7.9%	Based on YTD actuals (no Spring/Summer memberships as originally budgeted).
Partnership Marketing Revenue	5,615,475	2,590,490	(3,024,985)	-53.9%	Latest projections with Commercial (recogn. available activations, negotiations, make goods, etc.).
Consumer Revenue	185,000	25,000	(160,000)	-86.5%	Latest projections with Commercial (royalties and e-commerce).
USOPC Partnership	5,389,500	4,158,300	(1,231,200)	-22.8%	Assumes deferral of Olympic-related programs to 2021 (\$1.2M).
Investment Income	2,173,848	730,616	(1,443,232)	-66.4%	Assumes we will not be taking Q2-Q4 distribution from our portfolio for operations.
Foundation	1,245,000	1,220,000	(25,000)	-2.0%	Assumes no \$120K SAT grant from Foundation offset by \$45K of NT mental health funds given last year to be received and used by Swimming this year.
Sport and Events	6,062,000	328,365	(5,733,635)	-94.6%	Trials deferred to 2021.
Pandemic Relief		1,400,000	1,400,000	100.0%	PPP forgiven portion (anticipated).
Other Income	239,122	364,880	125,758	52.6%	
Total Revenue	44,716,445	32,739,676	(11,976,769)	-26.8%	
EXPENSES:					
Technical/Sport:					
Sport Development	5,364,094	4,136,102	1,227,992	22.9%	Athlete, Club, and Coach Edu & Dev. +\$840K (primarily travel and hosted events).
Events and Member Services	5,577,265	2,670,214	2,907,051	52.1%	Events cancelled/postponed +\$1.1M, TV/Webcast +\$630K, Zone workshops +\$200K, Officials programming (cancelled/postponed) +\$170K, Convention +\$145K.
National Team Division	11,124,500	6,290,827	4,833,673	43.5%	Olympic Games Camp +\$1.025M, Olympic Prize/Medal money +\$1.01M, Jr. Team programming +\$542K, Olympic Games program +\$458K, Coach Services +\$453K, Short Course Worlds +352K, Open Water programming +\$176K, Payroll/G&A +\$199K.
Total Technical/Sport	22,065,859	13,097,143	8,968,716	40.6%	
Other Programs:					
Commercial	7,664,380	4,577,662	3,086,718	40.3%	Aquazone +\$993K, Servicing and Event Marketing +\$449K, Swimming Productions +\$380K, Splash Magazine +\$336K, Swimming House +\$250K, Membership Promo +\$170K, Payroll/G&A +200K.
Risk Management	3,330,687	2,873,367	457,320	13.7%	Covid related rebates/discounts.
Foundation & Make a Splash Support	311,000	449,414	(138,414)	-44.5%	Assumes similar allocation to 2019 (nets zero).
Total Other Programs	11,306,067	7,900,443	3,405,624	30.1%	
Administration:					
Executive	1,849,578	1,089,237	760,341	41.1%	BOD +\$145K, Organizational Relations +\$123K, Olympic Games contingency +\$100K, Payroll/G&A +\$300K.
Finance	946,515	874,856	71,659	7.6%	Payroll/G&A +\$62K.
Business Affairs	4,589,662	4,687,538	(97,876)	-2.1%	NBOR -(\$250K), Legal -(\$70K), Safe Sport (primarily travel and Aquazone presence) +\$77K, Human Resources +\$38K, Government Affairs +\$34K, Payroll/G&A +\$66K.
Total Administration	7,385,755	6,651,631	734,124	9.9%	
Total Expenses	40,757,681	27,649,217	13,108,464	32.2%	
OPERATING SURPLUS (DEFICIT)	\$ 3,958,764	\$ 5,090,459	\$ 1,131,695		

USA Swimming

2020 Budget vs. 2020 Forecast Summary

As of 11/10/2020

	Approved Budget 2020	Current Forecast 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
BOARD APPROVED RESERVE INVESTMENTS					
Operating Reserves:					
Disaster Donations	(25,000)	(25,000)	-		
Special IT Projects (CRM)	(350,000)	(470,685)	(120,685)		\$1.3M approved. Given current spends from 2018-2020 YTD, this will bring us to approved total.
Cost of Flex	(1,300,000)	(1,302,502)	(2,502)		
Board Designated Funds:					
"Keeping Athletes First" (KAF) Initiative**:					
Safe Sport Club Recognition Assistance	(1,000,000)	(1,000,000)	-		
Coach Education & LMS	(1,750,000)	(1,750,000)	-		
Safe Sport Staff Resources & Program Dev.	(500,000)	(500,000)	-		
Online Member Registration	(250,000)	(250,000)	-		
Legal	(250,000)	(300,000)	(50,000)		
USSIC Sale Letter of Credit	(2,500,000)	(2,500,000)	-		Liability since the USSIC sale in 2016. First draws in 2020.
Total Board Approved Reserve Investments	(7,925,000)	(8,098,187)	(173,187)		
Surplus (Deficit) Before Investment G/(L)	(3,966,236)	(3,007,728)	958,508		
Investment Gains (Losses)	0	(500,000)	(500,000)		2020 projection through September 2020.
NET SURPLUS (DEFICIT)	\$ (3,966,236)	\$ (3,507,728)	\$ 458,508		

** "Keeping Athletes First" Initiative was Board approved in November 2019 at \$5M total. Current program projections have \$3.5M to be spent in 2020 and the remaining \$1.5M in 2021.

USA Swimming
2020 (+2021) Quad Business Plan Summary
As of 11/10/2020

	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Budget 2021	Current 2021 Quad Budget
REVENUE:						
Membership	\$ 22,483,811	\$ 22,778,145	\$ 23,203,900	\$ 21,922,025	\$ 14,828,111	\$ 105,215,992
Partnership Marketing Revenue	4,364,233	4,203,495	5,098,325	2,590,490	3,858,956	20,115,499
Consumer Revenue	527,967	235,749	286,027	25,000	210,000	1,284,743
USOPC Partnership	5,134,700	5,294,900	5,305,500	4,158,300	5,329,500	25,222,900
Investment Income	1,001,643	1,070,021	1,804,747	730,616	20,000	4,627,027
Foundation	792,500	963,600	1,193,750	1,220,000	1,087,500	5,257,350
Sport and Events	978,254	804,612	1,331,853	328,365	5,107,000	8,550,084
Pandemic Relief				1,400,000		1,400,000
Other Income	331,745	749,322	505,716	364,880	359,541	2,311,204
Total Revenue	35,614,853	36,099,844	38,729,817	32,739,676	30,800,608	173,984,798
EXPENSES:						
Technical/Sport:						
Sport Development	4,455,110	4,653,677	4,544,558	4,136,102	4,216,924	22,006,371
Events and Member Services	8,581,871	7,715,136	7,692,830	2,670,214	4,344,574	31,004,625
National Team Division	8,004,303	9,013,587	10,699,839	6,290,827	9,150,649	43,159,205
Total Technical/Sport	21,041,284	21,382,400	22,937,228	13,097,143	17,712,147	96,170,202
Other Programs:						
Commercial	5,172,794	6,260,256	6,119,542	4,577,662	5,644,330	27,774,584
Risk Management	3,004,431	3,063,524	3,195,455	2,873,367	4,347,150	16,483,927
Foundation & Make a Splash Support	525,371	996,997	449,414	449,414	449,414	2,870,610
Total Other Programs	8,702,595	10,320,777	9,764,411	7,900,443	10,440,894	47,129,120
Administration:						
Executive	4,013,797	1,530,149	1,600,769	1,089,237	1,413,498	9,647,450
Finance	1,364,162	871,532	1,157,804	874,856	831,207	5,099,561
Business Affairs	1,240,827	3,448,770	4,406,539	4,687,538	3,571,860	17,355,534
Total Administration	6,618,787	5,850,451	7,165,112	6,651,631	5,816,565	32,102,546
Total Expenses	36,362,666	37,553,628	39,866,750	27,649,217	33,969,606	175,401,867
OPERATING SURPLUS (DEFICIT)	\$ (747,813)	\$ (1,453,784)	\$ (1,136,933)	\$ 5,090,459	\$ (3,168,998)	\$ (1,417,069)

USA Swimming
2020 (+2021) Quad Business Plan Summary
As of 11/10/2020

	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Budget 2021	Current 2021 Quad Budget
BOARD APPROVED RESERVE INVESTMENTS						
Operating Reserves:						
Disaster Donations		(20,606)	(5,000)	(25,000)	(25,000)	(75,606)
Special IT Projects (CRM)		(327,086)	(502,229)	(470,685)		(1,300,000)
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 Recognition Assistance				(1,000,000)	(1,000,000)	(2,000,000)
Coach Education & LMS				(1,750,000)	(250,000)	(2,000,000)
Safe Sport Staff Resources & Program Dev.				(500,000)		(500,000)
Online Member Registration				(250,000)	(250,000)	(500,000)
Safe Sport Expenses / Contingency		(719,564)	(30,000)			(749,564)
Legal			(966,983)	(300,000)		(1,266,983)
USSIC Sale Letter of Credit				(2,500,000)	(2,500,000)	(5,000,000)
Other:						
Foundation Endowment Donation	(1,000,000)					(1,000,000)
Total Board Approved Reserve Investments	(1,000,000)	(1,333,874)	(2,388,386)	(8,098,187)	(4,025,000)	(16,845,447)
Surplus (Deficit) Before Investment G/(L)	(1,747,813)	(2,787,658)	(3,525,319)	(3,007,728)	(7,193,998)	(18,262,516)
Investment Gains (Losses)	3,816,462	(2,480,166)	4,015,437	(500,000)	-	4,851,733
NET SURPLUS (DEFICIT)	\$ 2,068,649	\$ (5,267,824)	\$ 490,118	\$ (3,507,728)	\$ (7,193,998)	\$ (13,410,783)

** "Keeping Athletes First" Initiative was Board approved in November 2019 at \$5M total. Current program projections have \$3.5M to be spent in 2020 and the remaining \$1.5M in 2021.



BUDGET

2021

USA Swimming
2020 (+2021) Quad Business Plan Summary
As of 11/10/2020

	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Budget 2021	Current 2021 Quad Budget
REVENUE:						
Membership	\$ 22,483,811	\$ 22,778,145	\$ 23,203,900	\$ 21,922,025	\$ 14,828,111	\$ 105,215,992
Partnership Marketing Revenue	4,364,233	4,203,495	5,098,325	2,590,490	3,858,956	20,115,499
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Sport and Events	978,254	804,612	1,331,853	328,365	5,107,000	8,550,084
Pandemic Relief				1,400,000		1,400,000
Other Income	331,745	749,322	505,716	364,880	359,541	2,311,204
Total Revenue	35,614,853	36,099,844	38,729,817	32,739,676	30,800,608	173,984,798
EXPENSES:						
Technical/Sport:						
Sport Development	4,455,110	4,653,677	4,544,558	4,136,102	4,216,924	22,006,371
Events and Member Services	8,581,871	7,715,136	7,692,830	2,670,214	4,344,574	31,004,625
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Total Technical/Sport	21,041,284	21,382,400	22,937,228	13,097,143	17,712,147	96,170,202
Other Programs:						
Commercial	5,172,794	6,260,256	6,119,542	4,577,662	5,644,330	27,774,584
Risk Management	3,004,431	3,063,524	3,195,455	2,873,367	4,347,150	16,483,927
Foundation & Make a Splash Support	525,371	996,997	449,414	449,414	449,414	2,870,610
Total Other Programs	8,702,595	10,320,777	9,764,411	7,900,443	10,440,894	47,129,120
Administration:						
Executive	4,013,797	1,530,149	1,600,769	1,089,237	1,413,498	9,647,450
Finance	1,364,162	871,532	1,157,804	874,856	831,207	5,099,561
Business Affairs	1,240,827	3,448,770	4,406,539	4,687,538	3,571,860	17,355,534
Total Administration	6,618,787	5,850,451	7,165,112	6,651,631	5,816,565	32,102,546
Total Expenses	36,362,666	37,553,628	39,866,750	27,649,217	33,969,606	175,401,867
OPERATING SURPLUS (DEFICIT)	\$ (747,813)	\$ (1,453,784)	\$ (1,136,933)	\$ 5,090,459	\$ (3,168,998)	\$ (1,417,069)

USA Swimming
2020 (+2021) Quad Business Plan Summary
As of 11/10/2020

	Actual 2017	Actual 2018	Actual 2019	Forecast 2020	Budget 2021	Current 2021 Quad Budget
BOARD APPROVED RESERVE INVESTMENTS						
Operating Reserves:						
Disaster Donations		(20,606)	(5,000)	(25,000)	(25,000)	(75,606)
Special IT Projects (CRM)		(327,086)	(502,229)	(470,685)		(1,300,000)
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 Recognition Assistance				(1,000,000)	(1,000,000)	(2,000,000)
Coach Education & LMS				(1,750,000)	(250,000)	(2,000,000)
Safe Sport Staff Resources & Program Dev.				(500,000)		(500,000)
Online Member Registration				(250,000)	(250,000)	(500,000)
Safe Sport Expenses / Contingency		(719,564)	(30,000)			(749,564)
Legal			(966,983)	(300,000)		(1,266,983)
USSIC Sale Letter of Credit				(2,500,000)	(2,500,000)	(5,000,000)
Other:						
Foundation Endowment Donation	(1,000,000)					(1,000,000)
Total Board Approved Reserve Investments	(1,000,000)	(1,333,874)	(2,388,386)	(8,098,187)	(4,025,000)	(16,845,447)
Surplus (Deficit) Before Investment G/(L)	(1,747,813)	(2,787,658)	(3,525,319)	(3,007,728)	(7,193,998)	(18,262,516)
Investment Gains (Losses)	3,816,462	(2,480,166)	4,015,437	(500,000)	-	4,851,733
NET SURPLUS (DEFICIT)	\$ 2,068,649	\$ (5,267,824)	\$ 490,118	\$ (3,507,728)	\$ (7,193,998)	\$ (13,410,783)

** "Keeping Athletes First" Initiative was Board approved in November 2019 at \$5M total. Current program projections have \$3.5M to be spent in 2020 and the remaining \$1.5M in 2021.

USA Swimming
2021 Budget vs. 2020 Forecast Summary
As of 11/10/2020

	Budget 2021	Current Forecast 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)
REVENUE:				
Membership	\$ 14,828,111	\$ 21,922,025	\$ (7,093,914)	-32.4%
Partnership Marketing Revenue	3,858,956	2,590,490	1,268,466	49.0%
Consumer Revenue	210,000	25,000	185,000	740.0%
USOPC Partnership	5,329,500	4,158,300	1,171,200	28.2%
Investment Income	20,000	730,616	(710,616)	-97.3%
Foundation	1,087,500	1,220,000	(132,500)	-10.9%
Sport and Events	5,107,000	328,365	4,778,635	1455.3%
Pandemic Relief	-	1,400,000	(1,400,000)	-100.0%
Other Income	359,541	364,880	(5,339)	-1.5%
Total Revenue	30,800,608	32,739,676	(1,939,068)	-5.9%
EXPENSES:				
<i>Technical/Sport:</i>				
Sport Development	4,216,924	4,136,102	(80,822)	-2.0%
Events and Member Services	4,344,574	2,670,214	(1,674,360)	-62.7%
National Team Division	9,150,649	6,290,827	(2,859,822)	-45.5%
Total Technical/Sport	17,712,147	13,097,143	(4,615,004)	-35.2%
<i>Other Programs:</i>				
Commercial	5,644,330	4,577,662	(1,066,668)	-23.3%
Risk Management	4,347,150	2,873,367	(1,473,783)	-51.3%
Foundation & Make a Splash Support	449,414	449,414	-	0.0%
Total Other Programs	10,440,894	7,900,443	(2,540,451)	-32.2%
<i>Administration:</i>				
Executive	1,413,498	1,089,237	(324,261)	-29.8%
Finance	831,207	874,856	43,649	5.0%
Business Affairs	3,571,860	4,687,538	1,115,678	23.8%
Total Administration	5,816,565	6,651,631	835,066	12.6%
Total Expenses	33,969,606	27,649,217	(6,320,389)	-18.6%
OPERATING SURPLUS (DEFICIT)	\$ (3,168,998)	\$ 5,090,459	\$ (8,259,457)	

USA Swimming
2021 Budget vs. 2020 Forecast Summary
As of 11/10/2020

	Budget 2021	Current Forecast 2020	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)
BOARD APPROVED RESERVE INVESTMENTS				
Operating Reserves:				
Disaster Donations	(25,000)	(25,000)	-	
Special IT Projects (CRM)	-	(470,685)	470,685	
Cost of Flex	-	(1,302,502)	1,302,502	
Board Designated Funds:				
"Keeping Athletes First" (KAF) Initiative**:				
Safe Sport Club Recognition Assistance	(1,000,000)	(1,000,000)	-	
Coach Education & LMS	(250,000)	(1,750,000)	1,500,000	
Safe Sport Staff Resources & Program Dev.	-	(500,000)	500,000	
Online Member Registration	(250,000)	(250,000)	-	
Legal	-	(300,000)	300,000	
USSIC Sale Letter of Credit	(2,500,000)	(2,500,000)	-	
Total Board Approved Reserve Investments	(4,025,000)	(8,098,187)	4,073,187	
Surplus (Deficit) Before Investment G/(L)	(7,193,998)	(3,007,728)	(4,186,270)	
Investment Gains (Losses)	0	(500,000)	500,000	
NET SURPLUS (DEFICIT)	\$ (7,193,998)	\$ (3,507,728)	\$ (3,686,270)	

** "Keeping Athletes First" Initiative was Board approved in November 2019 at \$5M total. Current program projections have \$3.5M to be spent in 2020 and the remaining \$1.5M in 2021.

USA Swimming
Revenue Budget

Line #		Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Increase/(Decrease)		Increase/(Decrease)	
		2016	2017	2018	2019	2020	2020	2021	2020 Forecast vs 2020 Budget		2021 Budget vs 2020 Forecast	
									\$	%	\$	%
MEMBERSHIP:												
1	Athlete Membership	\$ 17,690,832	\$ 19,255,600	\$ 19,451,286	\$ 18,987,846	\$ 18,831,446	\$ 17,702,302	\$ 12,158,080	\$ (1,129,144)	-6.0%	\$ (5,544,222)	-31.3%
2	Flex Membership	-	-	-	252,400	377,540	261,530	320,000	(116,010)	-30.7%	58,470	22.4%
3	Cost of Flex from Reserves	-	-	-	722,216	1,276,342	1,302,502	-	26,160	2.0%	(1,302,502)	-100.0%
4	Seasonal Athlete Membership	715,770	755,430	742,470	561,540	609,360	181,290	390,630	(428,070)	-70.2%	209,340	115.5%
5	Outreach Athlete Membership	42,135	53,885	56,845	53,210	51,500	42,530	33,410	(8,970)	-17.4%	(9,120)	-21.4%
6	Club Membership	210,770	212,100	212,380	212,310	212,310	207,060	165,620	(5,250)	-2.5%	(41,440)	-20.0%
7	Seasonal Club Membership	5,160	5,120	4,720	4,800	4,680	2,960	2,360	(1,720)	-36.8%	(600)	-20.3%
8	Non-Athlete Membership	1,969,596	2,165,184	2,269,250	2,368,610	2,463,756	2,248,120	1,785,600	(215,636)	-8.8%	(462,520)	-20.6%
9	Family Membership	77,976	-	-	-	-	-	-	-	0.0%	-	0.0%
10	Life Membership	28,334	29,332	37,668	37,334	40,000	17,000	15,000	(23,000)	-57.5%	(2,000)	-11.8%
11	Allied Membership	1,000	1,000	500	500	1,000	-	-	(1,000)	-100.0%	-	0.0%
12	Affiliate Membership	800	800	600	500	800	-	-	(800)	-100.0%	-	0.0%
13	Delegate Fees	250	350	250	500	350	-	-	(350)	-100.0%	-	0.0%
14	Single Meet Open Water	3,260	4,710	1,930	1,510	1,500	320	1,000	(1,180)	-78.7%	680	212.5%
15	Other	55	300	246	624	(64,084)	(43,589)	(43,589)	20,495	-32.0%	-	0.0%
TOTAL MEMBERSHIP		20,745,938	22,483,811	22,778,145	23,203,900	23,806,500	21,922,025	14,828,111	(1,884,475)	-7.9%	(7,093,914)	-32.4%
CORPORATE REVENUE:												
16	Sponsorships	6,044,709	4,135,146	4,020,160	4,827,593	5,372,600	2,442,940	3,651,456	(2,929,660)	-54.5%	1,208,516	49.5%
17	Supplier Income	300,000	155,000	140,000	192,875	202,875	142,500	172,500	(60,375)	-29.8%	30,000	21.1%
18	Licensee Income	15,000	25,000	15,000	54,000	15,000	50	15,000	(14,950)	-99.7%	14,950	29900.0%
19	Other	84,248	49,087	28,335	23,857	25,000	5,000	20,000	(20,000)	-80.0%	15,000	300.0%
TOTAL CORPORATE REVENUE		6,443,957	4,364,233	4,203,495	5,098,325	5,615,475	2,590,490	3,858,956	(3,024,985)	-53.9%	1,268,466	49.0%
CONSUMER REVENUE:												
20	Publication/Video Sales	-	-	330	180	-	-	-	-	0.0%	-	0.0%
21	Ecommerce	106,562	72,655	82,229	83,901	85,000	20,000	85,000	(65,000)	-76.5%	65,000	325.0%
22	SwimJitsu	83,915	320,000	-	-	-	-	-	-	0.0%	-	0.0%
23	SwimBiz	6,865	8,325	7,960	6,530	-	-	-	-	0.0%	-	0.0%
24	Royalties	99,047	120,198	133,000	195,415	100,000	5,000	125,000	(95,000)	-95.0%	120,000	2400.0%
25	Shipping/Handling	-	94	-	-	-	-	-	-	0.0%	-	0.0%
26	Splash Magazine Subscriptions	2,195	955	956	-	-	-	-	-	0.0%	-	0.0%
27	Video Production Sales	4,533	5,740	-	-	-	-	-	-	0.0%	-	0.0%
28	DeckPass App	-	-	7,774	-	-	-	-	-	0.0%	-	0.0%
29	Other	10,500	-	3,500	-	-	-	-	-	0.0%	-	0.0%
TOTAL CONSUMER REVENUE		313,617	527,967	235,749	286,026	185,000	25,000	210,000	(160,000)	-86.5%	185,000	740.0%
USOPC PARTNERSHIP:												
30	NGB Funding	2,832,624	3,082,200	3,082,200	3,082,200	3,142,200	1,911,000	3,082,200	(1,231,200)	-39.2%	1,171,200	61.3%
31	Direct Athlete Support	1,997,500	1,997,500	2,207,300	2,207,300	2,232,300	2,232,300	2,232,300	-	0.0%	-	0.0%
32	International Relations Grants	11,000	5,000	5,400	16,000	15,000	15,000	15,000	-	0.0%	-	0.0%
33	Other USOPC Support	49,065	50,000	-	-	-	-	-	-	0.0%	-	0.0%
TOTAL USOPC PARTNERSHIP		4,890,189	5,134,700	5,294,900	5,305,500	5,389,500	4,158,300	5,329,500	(1,231,200)	-22.8%	1,171,200	28.2%

USA Swimming
Revenue Budget

Line #		Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Increase/(Decrease)		Increase/(Decrease)	
		2016	2017	2018	2019	2020	2020		2020 Forecast vs 2020 Budget		2021 Budget vs 2020 Forecast	
									\$	%	\$	%
INVESTMENT INCOME:												
34	Portfolio Income	460,000	990,500	990,500	1,738,900	1,186,058	704,616	-	(481,442)	-40.6%	(704,616)	-100.0%
35	Portfolio Income - 2017-2020 True-up	-	-	-	-	927,790	-	-	(927,790)	-100.0%	-	0.0%
36	Interest Income - ST Investments	(496)	11,143	79,521	65,848	60,000	26,000	20,000	(34,000)	-56.7%	(6,000)	-23.1%
	TOTAL INVESTMENT INCOME	459,504	1,001,643	1,070,021	1,804,748	2,173,848	730,616	20,000	(1,443,232)	-66.4%	(710,616)	-97.3%
FOUNDATION:												
37	USA Swimming Foundation	537,500	612,500	783,600	1,013,750	855,000	950,000	817,500	95,000	11.1%	(132,500)	-13.9%
38	Swim-A-Thon	120,000	120,000	120,000	120,000	120,000	-	-	(120,000)	-100.0%	-	0.0%
39	Foundation Rent and Services	60,000	60,000	60,000	60,000	270,000	270,000	270,000	-	0.0%	-	0.0%
40	Unrestricted Donations	-	-	-	-	-	-	-	-	0.0%	-	0.0%
	TOTAL FOUNDATION	717,500	792,500	963,600	1,193,750	1,245,000	1,220,000	1,087,500	(25,000)	-2.0%	(132,500)	-10.9%
SPORT AND EVENTS:												
41	Duel in the Pool	-	-	-	-	-	-	-	-	0.0%	-	0.0%
42	FINA Jr. World Championships	-	336,074	-	-	-	-	-	-	0.0%	-	0.0%
43	TYR Pro Swim Series	-	-	-	65,000	75,000	25,000	-	(50,000)	-66.7%	(25,000)	-100.0%
44	ISL Championships	-	-	-	241,000	50,000	-	-	(50,000)	-100.0%	-	0.0%
45	Golden Goggle Awards	(125,661)	(87,050)	(93,376)	69,678	125,000	78,010	125,000	(46,990)	-37.6%	46,990	60.2%
46	Olympic Trials	5,249,455	(91,372)	(46,541)	(93,672)	5,160,000	(75,000)	4,410,000	(5,235,000)	-101.5%	4,485,000	5980.0%
47	International TV Rights	-	-	-	-	25,000	-	15,000	(25,000)	-100.0%	15,000	100.0%
48	Coach Education Clinics	18,900	50,968	58,264	47,435	48,000	-	50,000	(48,000)	-100.0%	50,000	100.0%
49	Foundations 101 and 201	183,385	139,445	136,267	148,038	140,000	75,000	140,000	(65,000)	-46.4%	65,000	86.7%
50	Altitude Camps	241,751	513,099	661,442	606,339	290,000	186,000	240,000	(104,000)	-35.9%	54,000	29.0%
51	Hotel Rebates	36,904	30,438	40,999	66,348	15,000	15,000	15,000	-	0.0%	-	0.0%
52	Meet Ticket Revenue - Vendini	-	22,181	-	87,357	80,000	25,000	60,000	(55,000)	-68.8%	35,000	140.0%
53	Championship Symposium	-	-	-	-	-	-	-	-	0.0%	-	0.0%
54	World Championships	-	-	-	-	-	-	-	-	0.0%	-	0.0%
55	Youth Team Support	-	-	-	-	-	-	-	-	0.0%	-	0.0%
56	Officials Clinic	-	-	-	-	-	-	-	-	0.0%	-	0.0%
57	Pan Pacific Championships	-	-	-	-	-	-	-	-	0.0%	-	0.0%
58	Facilities Conference	9,700	16,258	14,287	11,964	8,000	4,655	-	(3,345)	-41.8%	(4,655)	-100.0%
59	Safe Sport Materials & Leadership Conf	-	14,522	15,884	15,623	-	12,000	12,000	12,000	100.0%	-	0.0%
60	On-line Meet Registration	13,696	29,532	31,451	57,206	40,000	(19,000)	40,000	(59,000)	-147.5%	59,000	310.5%
61	Other	25,652	4,159	(14,065)	9,535	6,000	1,700	-	(4,300)	-71.7%	(1,700)	-100.0%
	TOTAL SPORT AND EVENTS	5,653,782	978,254	804,612	1,331,851	6,062,000	328,365	5,107,000	(5,733,635)	-94.6%	4,778,635	1455.3%
62	Pandemic Relief:	-	-	-	-	-	1,400,000	-	1,400,000	100.0%	(1,400,000)	-100.0%

USA Swimming
Revenue Budget

Line #		Actual	Actual	Actual	Actual	Budget	Forecast	Budget	Increase/(Decrease)		Increase/(Decrease)	
		2016	2017	2018	2019	2020	2020	2021	2020 Forecast vs 2020 Budget		2021 Budget vs 2020 Forecast	
									\$	%	\$	%
OTHER INCOME:												
63	Unclaimed Prize Money	65,041	44,310	404,076	56,951	-	-	-	-	0.0%	-	0.0%
64	Dividend - USSIC	14,406	-	-	-	-	-	-	-	0.0%	-	0.0%
65	NCAA Time System	62,000	93,000	93,000	96,720	100,600	100,600	100,600	-	0.0%	-	0.0%
66	Imputed Prepaid Rent Income	183,972	174,382	163,669	228,912	138,522	264,280	258,941	125,758	90.8%	(5,339)	-2.0%
67	FINA Time System	-	-	-	-	-	-	-	-	0.0%	-	0.0%
68	Background Checks	-	-	-	-	-	-	-	-	0.0%	-	0.0%
69	Combined Federal Campaign	9,310	7,935	6,729	5,419	-	-	-	-	0.0%	-	0.0%
70	Other Revenue	22,533	12,118	81,848	117,714	-	-	-	-	0.0%	-	0.0%
TOTAL OTHER INCOME		357,262	331,745	749,322	505,716	239,122	364,880	359,541	125,758	52.6%	(5,339)	-1.5%
TOTAL OPERATING REVENUE		39,581,749	35,614,853	36,099,845	38,729,816	44,716,445	32,739,676	30,800,608	(11,976,769)	-26.8%	(1,939,068)	-5.9%
INVESTMENT GAINS (LOSSES):												
71	Gains (Losses) For Reserves	424,250	3,905,552	(2,386,608)	4,101,709	75,800	(424,200)	75,000	(500,000)	-659.6%	499,200	-117.7%
72	Money Manager Fees	(39,101)	(89,090)	(93,558)	(86,272)	(75,800)	(75,800)	(75,000)	-	0.0%	800	-1.1%
TOTAL INVESTMENT GAINS (LOSSES)		385,149	3,816,462	(2,480,166)	4,015,437	0	(500,000)	-	(500,000)	-100.0%	500,000	-100.0%
TOTAL REVENUE		\$39,966,898	\$39,431,315	\$33,619,679	42,745,253	44,716,445	32,239,676	\$30,800,608	(12,476,769)	-27.9%	(1,439,068)	-4.5%

SPORT DEVELOPMENT								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Athlete Development Programs												
1	1117 LSC Camps	13,769	7,029	6,338	9,180	10,200	1,200	4,700	9,000	88.2%	(3,500)	(291.7%)
2	1118 Zone Select Camps	105,505	102,340	141,167	118,240	127,844	15,000	152,960	112,844	88.3%	(137,960)	(919.7%)
3	1119 National Select Camps	1,395	154,059	94,282	105,220	0	8	107,630	(8)		(107,622)	(1345275.0%)
4	1120 Camp Apparel (VIK)	22,878	29,706	18,781	19,125	25,000	25,000	25,000	-	0.0%	-	0.0%
5	1135 Tech Services Support	954	6,018	6,639	2,333	2,900	2,900	2,900	-	0.0%	-	0.0%
6	1163 Open Water Select Camp	50,368	54,028	58,440	62,555	62,460	0	0	62,460	100.0%	-	
Program Group Total		194,869	353,180	325,646	316,653	228,404	44,108	293,190	184,296	80.7%	(249,082)	(564.7%)
Coach Education and Development												
7	1213 Coach Education Development	53,967	43,025	38,283	37,792	62,800	30,743	42,800	32,057	51.0%	(12,057)	(39.2%)
8	1231 USA-S Hosted Coaches Clinics	126,876	85,712	120,579	69,268	138,236	4,188	70,550	134,048	97.0%	(66,362)	(1584.6%)
9	1233 Disability Swimming Coaches Workshop	-	-	444	-	8,160	0	8,160	8,160	100.0%	(8,160)	
10	1237 Non-USAS Clinic Participation	34,882	31,144	32,093	26,442	38,100	4,188	15,000	33,912	89.0%	(10,812)	(258.2%)
11	1240 Online Coach Clinics/Podcasts	17,370	14,272	5,601	5,032	10,100	8,000	8,966	2,100	20.8%	(966)	(12.1%)
12	1242 Coach Mentoring	62,571	73,585	121,355	102,036	129,322	49,400	70,000	79,922	61.8%	(20,600)	(41.7%)
13	1245 Master Coach Program	101,294	102,215	118,724	98,759	25,000	14,000	0	11,000	44.0%	14,000	100.0%
14	1290 Travel & Program Support	96,012	138,479	139,257	162,981	191,680	20,900	80,000	170,780	89.1%	(59,100)	(282.8%)
Program Group Total		492,971	488,433	576,334	502,311	603,398	131,419	295,476	471,979	78.2%	(164,057)	(124.8%)
Club Education and Development												
15	1302 Club Excellence Program	474,811	471,753	459,261	445,851	463,000	463,000	209,000	-	0.0%	254,000	54.9%
16	1305 Club Recognition Program	79	-	-	-	7,500	0	7,500	7,500	100.0%	(7,500)	
17	1311 Club Governance Programs	26,196	37,410	26,110	18,905	31,154	15,000	12,500	16,154	51.9%	2,500	16.7%
18	1314 Club Resources	12,596	14,949	5,508	11,747	13,734	27,000	8,000	(13,266)	(96.6%)	19,000	70.4%
19	1332 Club Research Technology	110,465	145,833	113,446	30,549	30,500	10,500	10,500	20,000	65.6%	-	0.0%
20	1390 Travel & Program Support	153,758	148,358	182,918	135,849	169,382	15,200	69,000	154,182	91.0%	(53,800)	(353.9%)
Program Group Total		777,906	818,304	787,243	642,902	715,270	530,700	316,500	184,570	25.8%	214,200	40.4%
LSC Development & Education												
21	1465 LSC & Zone Governance Study	99,194	-	-	-	0	0	0	-		-	
22	1470 LSC Consulting	33,655	45,431	82,377	67,850	67,902	34,000	22,900	33,902	49.9%	11,100	32.6%
23	1475 LEAP Program	45,987	64,256	50,123	37,108	53,500	31,746	0	21,754	40.7%	31,746	100.0%
24	1481 Leadership Workshops	10,733	16,236	16,918	20,671	26,971	26,971	8,970	-	0.0%	18,001	66.7%
Program Group Total		189,569	125,923	149,418	125,629	148,373	92,717	31,870	55,656	37.5%	60,847	65.6%

SPORT DEVELOPMENT								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
28	1638 Diversity Management Support	66,182	58,164	65,600	58,895	106,550	99,666	106,550	6,884	6.5%	(6,884)	(6.9%)
29	1640 Community Swim Team Development	23,390	43,164	56,807	34,413	70,500	7,664	70,554	62,836	89.1%	(62,890)	(820.6%)
30	1642 Diversity Research Study	-	-	-	-	0	0	0	-		-	
31	1645 Zone Diversity Camps & Meetings	12,147	24,748	25,430	29,153	35,400	14,350	75,000	21,050	59.5%	(60,650)	(422.6%)
32	1651 Diversity VIK	13,436	14,893	12,973	12,431	15,000	15,000	15,000	-	0.0%	-	0.0%
33	1665 Diversity Select Camp	75,178	57,600	62,811	72,877	75,256	18,050	75,220	57,206	76.0%	(57,170)	(316.7%)
Program Group Total		190,333	198,568	223,622	207,769	302,706	154,730	342,324	147,976	48.9%	(187,594)	(121.2%)
Committees												
34	1823 Convention Education Committee	10,351	9,680	14,553	8,955	500	100	500	400	80.0%	(400)	(400.0%)
35	1830 LSC Development Committee	17,591	23,054	20,661	25,539	4,550	500	550	4,050	89.0%	(50)	(10.0%)
36	1841 Disability Swimming Committee	615	4,421	2,021	292	500	250	250	250	50.0%	-	0.0%
37	1842 Diversity Committee	10,861	18,055	11,325	24,063	500	250	250	250	50.0%	-	0.0%
38	1851 Age Group Development Committee	500	1,014	7,038	-	500	100	250	400	80.0%	(150)	(150.0%)
39	1856 Club Development Committee	221	670	192	-	500	250	250	250	50.0%	-	0.0%
40	1860 Governance Committee	679	9,432	156	-	0	0	0	-		-	
41	1865 Zone Director Committee	-	-	-	484	0	0	0	-		-	
42	1885 Senior Development Committee	607	9,609	3,936	-	500	250	250	250	50.0%	-	0.0%
Program Group Total		41,424	75,934	59,884	59,333	7,550	1,700	2,300	5,850	77.5%	(600)	(35.3%)
Administration & Operational Support												
43	1990 Administration & Operational Support	277,785	286,488	310,301	331,224	471,718	432,768	389,030	38,950	8.3%	43,738	10.1%
44	1710 Learn Programs	-	-	-	-	0	0	0	-		-	
45	1999 Salary and Benefits	1,882,429	2,011,799	2,138,868	2,276,082	2,657,275	2,604,655	2,450,234	52,620	2.0%	154,421	5.9%
Program Group Total		2,160,214	2,298,287	2,449,169	2,607,306	3,128,993	3,037,423	2,839,264	91,570	2.9%	198,159	6.5%
TOTAL SPORT DEVELOPMENT		4,141,406	4,455,110	4,653,677	4,544,558	5,364,094	4,136,102	4,216,924	1,227,992	22.9%	(80,822)	(2.0%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LSC CAMPS Program:1117

Program Manager: MJ Truex/Morgan Weinberg

Program Description: First level of multi-tiered USA Swimming camp program. LSC Camps are requested by LSC. USA-S provides educational and motivational materials to run camps in the LSC. Each camp is designed as a combination of education sessions, social opportunities and water activities. LSCs can target any segment of their membership: age group, open water, minorities, disabled, etc. Budget for ~15 camps per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	356	801	255	310	500	500	500	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	5,180	2,718	1,725	344	-	700	-	(700)	-	700	100.0%	
60050	HONORARIA	4,200	360	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	1,220	-	-	2,296	5,500	-	-	5,500	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	(156)	-	-	-	-	-	-	-	
60061	APPAREL	2,813	3,151	4,357	1,221	4,200	-	4,200	4,200	100.0%	(4,200)	-	Merchandise/VIK
60062	APPAREL - VIK	0	-	-	5,164	-	-	-	-	-	-	-	
	TOTAL EXPENSES	13,769	7,029	6,338	9,180	10,200	1,200	4,700	9,000	-	(3,500)	(291.7%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE SELECT CAMPS Program:1118

Program Manager: Morgan Weinberg

Program Description: Camp program which supports strategy to identify emerging young talent as well as provide an outstanding educational and motivational opportunity. The four Zone Select Camps are the 2nd level of the USA-S camp program. The Zone camps target girls 12-13 and boys 13-14.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	5	30	128	58	-	-	-	-	-	-	-	
60010	POSTAGE	24	12	30	31	-	-	-	-	-	-	-	
60011	FREIGHT	1,911	1,023	1,585	2,894	1,600	5,000	2,000	(3,400)	(212.5%)	3,000	60.0%	
60013	EXCESS BAGGAGE & TIPS	150	-	100	240	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	1,219	599	899	1,910	-	-	-	-	-	-	-	
60020	SUPPLIES	2,371	2,668	2,942	2,993	1,600	1,000	2,400	600	37.5%	(1,400)	(140.0%)	
60033	MEALS & ENTERTAINMENT	1,885	1,924	2,036	1,899	3,200	-	3,600	3,200	100.0%	(3,600)	-	
60034	CAR RENTAL	5,284	4,509	5,631	6,140	1,200	-	1,200	1,200	100.0%	(1,200)	-	
60035	CAR RENTAL-GAS	380	306	353	186	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	38,861	24,349	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	9,770	338	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	13,034	13,465	14,446	13,576	20,000	-	21,200	20,000	100.0%	(21,200)	-	
60041	GROUND TRANSPORTATION	854	822	798	1,337	800	-	800	800	100.0%	(800)	-	
60042	LODGING	29,252	40,633	14,239	17,479	45,720	-	52,920	45,720	100.0%	(52,920)	-	
60043	PER DIEM	2,354	1,994	2,216	2,270	1,824	-	6,240	1,824	100.0%	(6,240)	-	
60044	HOSPITALITY	24,954	17,448	25,165	19,970	26,000	-	32,000	26,000	100.0%	(32,000)	-	\$8000 per camp
60045	TICKETS	528	1,030	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	8	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	6,000	4,000	4,000	4,000	6,000	3,000	6,000	3,000	50.0%	(3,000)	(100.0%)	
60056	PROTOCOL/GIFTS	0	30	-	-	1,300	1,500	1,500	(200)	(15.4%)	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	1,230	1,602	1,871	1,439	1,300	2,000	4,500	(700)	(53.8%)	(2,500)	(125.0%)	
60061	APPAREL	1,692	525	1,442	887	2,300	-	2,600	2,300	100.0%	(2,600)	-	
60062	APPAREL - VIK	0	-	-	3,459	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	8,912	6,377	11,192	9,429	12,000	-	16,000	12,000	100.0%	(16,000)	-	\$4000 per camp
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	7	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	3,011	3,160	3,463	2,847	-	2,500	-	(2,500)	-	2,500	100.0%	
60098	DUES & FEES	455	176	-	500	3,000	-	-	3,000	100.0%	-	-	
	TOTAL EXPENSES	105,505	102,340	141,167	118,240	127,844	15,000	152,960	112,844	-	(137,960)	(919.7%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONAL SELECT CAMPS Program:1119

Program Manager: Morgan Weinberg

Program Description: Third level in USA-S camp program progression. The National Select Camps are conducted at the Olympic Training Center. Program includes 96 athletes and their personal coaches between both camps. The focus of each camp is motivation, education, and training in that order. Educational sessions are conducted by USOC and USA-S staff members. Camps do not take place in Olympic years.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	47	20	55	-	-	-	-	-	-	-	
60010	POSTAGE	0	42	7	116	-	8	-	(8)	-	8	100.0%	
60011	FREIGHT	0	21	48	16	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	110	200	280	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	201	1,002	800	-	-	-	-	-	-	-	
60020	SUPPLIES	0	5,465	3,598	2,488	-	-	1,000	-	-	(1,000)	-	
60033	MEALS & ENTERTAINMENT	0	1,813	510	1,677	-	-	600	-	-	(600)	-	
60034	CAR RENTAL	0	266	-	677	-	-	6,000	-	-	(6,000)	-	
60035	CAR RENTAL-GAS	0	16	117	52	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	27,074	49,712	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	29,550	26,673	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	61,987	9,879	8,278	-	-	32,400	-	-	(32,400)	-	
60041	GROUND TRANSPORTATION	0	277	680	226	-	-	4,000	-	-	(4,000)	-	
60042	LODGING	0	70,000	421	(90)	-	-	45,700	-	-	(45,700)	-	
60043	PER DIEM	0	103	147	-	-	-	3,380	-	-	(3,380)	-	
60044	HOSPITALITY	0	3,492	1,120	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	3,240	4,350	-	-	6,000	-	-	(6,000)	-	
60056	PROTOCOL/GIFTS	0	738	2,172	150	-	-	600	-	-	(600)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,163	74	4,180	-	-	1,650	-	-	(1,650)	-	
60061	APPAREL	0	4,555	1,455	2,874	-	-	1,300	-	-	(1,300)	-	
60062	APPAREL - VIK	0	-	10,123	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	500	-	-	-	-	2,000	-	-	(2,000)	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	1,858	1,189	800	-	-	-	-	-	-	-	
60098	DUES & FEES	1,395	1,404	1,655	1,907	-	-	3,000	-	-	(3,000)	-	
	TOTAL EXPENSES	1,395	154,059	94,282	105,220	-	8	107,630	(8)	-	(107,622)	(1345275.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CAMP APPAREL (VIK) Program:1120

Program Manager: MJ Truex

Program Description: Use of VIK to provide apparel & equipment for National Select, Zone Select, and Open Water Select camp programs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60062	APPAREL - VIK	22,878	29,706	18,781	19,125	25,000	25,000	25,000	-	0.0%	-	0.0%	
	TOTAL EXPENSES	22,878	29,706	18,781	19,125	25,000	25,000	25,000	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TECH SERVICES SUPPORT Program:1135

Program Manager: Joel Shinofield

Program Description: Funding for supplies & equipment for Sports Performance & Sport Development Consultants to provide technical services to athletes at competitions, camps and club visits. Supports efforts to expand technical support services to athletes and coaches.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60006	OTHER COMMUNICATIONS COST	0	482	597	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	55	25	-	-	-	-	-	-	-	-	-	-
60030	SOFTWARE	159	500	159	1,229	400	400	400	-	0.0%	-	0.0%	-
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	739	4,712	5,883	-	2,500	2,500	2,500	-	0.0%	-	0.0%	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,104	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	300	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	954	6,018	6,639	2,333	2,900	2,900	2,900	-	-	-	0.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OPEN WATER SELECT CAMP Program:1163

Program Manager: MJ Truex/Morgan Weinberg

Program Description: National camp which targets participation by distance freestylers who have not represented the USA in Open Water competition or previously attended this camp. This program seeks to promote interest in Open Water swimming by accomplished pool swimmers. The camp is designed to provide an Open Water training and competition opportunity as well as education and motivation for both athletes and their

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	43	13	22	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	5	-	-	-	-	-	-	-	-	
60010	POSTAGE	5	5	-	7	-	-	-	-	-	-	-	
60011	FREIGHT	1,547	1,314	776	1,886	1,200	-	-	1,200	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	50	470	540	190	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	87	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	670	435	14	1,343	-	-	-	-	-	-	-	
60020	SUPPLIES	5,180	2,553	1,118	2,184	800	-	-	800	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	33	75	447	76	500	-	-	500	100.0%	-	-	
60034	CAR RENTAL	3,768	3,777	4,050	3,094	3,560	-	-	3,560	100.0%	-	-	
60035	CAR RENTAL-GAS	258	67	177	168	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	15,904	22,800	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	1,200	1,030	-	-	-	-	-	-	-	
60040	AIRFARE	18,475	20,615	16,831	14,924	21,000	-	-	21,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	162	377	699	437	-	-	-	-	-	-	-	
60042	LODGING	7,217	10,633	492	185	15,924	-	-	15,924	100.0%	-	-	
60043	PER DIEM	1,177	1,199	840	696	1,368	-	-	1,368	100.0%	-	-	
60044	HOSPITALITY	6,141	1,342	8,540	11,179	8,000	-	-	8,000	100.0%	-	-	
60050	HONORARIA	0	-	-	400	2,000	-	-	2,000	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	60	1,207	75	808	-	-	808	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	576	474	-	162	700	-	-	700	100.0%	-	-	
60061	APPAREL	348	955	258	345	600	-	-	600	100.0%	-	-	
60062	APPAREL - VIK	0	-	2,884	687	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	3,812	8,815	1,560	-	5,000	-	-	5,000	100.0%	-	-	
60087	CREDIT CARD FEES	0	-	-	17	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	906	761	876	572	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	98	1,000	-	-	1,000	100.0%	-	-	
	TOTAL EXPENSES	50,368	54,028	58,440	62,555	62,460	-	-	62,460	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH EDUCATION DEVELOPMENT Program:1213
Program Manager: MJ Truex & Joel Shinofield
Program Description: Funding for operation of online coach education courses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	6	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	259	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	44	114	25	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	320	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	133	-	-	-	-	-	-	-	
60030	SOFTWARE	0	-	-	15	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	360	-	95	-	(95)	-	95	100.0%	
60034	CAR RENTAL	0	-	-	179	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	-	7	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	1,511	1,987	-	3,600	-	(3,600)	-	3,600	100.0%	
60041	GROUND TRANSPORTATION	0	-	198	146	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	1,397	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	119	442	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	(288)	-	192	-	(192)	-	192	100.0%	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	98	-	-	-	2,800	7	2,800	2,793	99.8%	(2,793)	(39900.0%)	
60090	DEPRECIATION & AMORTIZATION	22,822	11,393	6,431	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	300	-	-	30,000	7,500	10,000	22,500	75.0%	(2,500)	(33.3%)	Most coach education expenses in KAF; remaining 10k for print resources Providers, vendors.
60098	DUES & FEES	31,047	31,289	29,591	33,126	30,000	19,349	30,000	10,651	35.5%	(10,651)	(55.0%)	
	TOTAL EXPENSES	53,967	43,025	38,283	37,792	62,800	30,743	42,800	32,057	-	(12,057)	(39.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

USA-S HOSTED COACHES CLINICS Program:1231

Program Manager: MJ Truex, Joel Shinofield, Morgan Weinberg

Program Description: Funding for coach education clinics conducted by USA Swimming. Program includes National Age Group Summit (hosted at OTC in even numbered years for 40 coaches) and Regional Coaches' Clinics (8 per year). Supports strategic efforts to provide coach education opportunities for coaches at all levels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	3	1	32	-	-	-	-	-	-	-	-	
60011	FREIGHT	2,788	1,649	2,706	1,895	2,500	500	1,500	2,000	80.0%	(1,000)	(200.0%)	
60013	EXCESS BAGGAGE & TIPS	50	50	175	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	22	222	672	414	-	50	-	(50)	-	50	100.0%	
60020	SUPPLIES	767	158	230	122	1,000	300	1,000	700	70.0%	(700)	(233.3%)	
60033	MEALS & ENTERTAINMENT	2,030	-	2,094	1,668	-	-	-	-	-	-	-	
60034	CAR RENTAL	4,294	3,411	5,094	3,362	1,950	200	900	1,750	89.7%	(700)	(350.0%)	
60035	CAR RENTAL-GAS	356	231	311	267	300	-	150	300	100.0%	(150)	-	
60036	OTHER LODGING	0	-	15,587	1,075	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	2,425	1,681	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	32,686	11,158	30,678	12,286	36,500	250	12,000	36,250	99.3%	(11,750)	(4700.0%)	
60041	GROUND TRANSPORTATION	989	905	1,154	1,034	500	100	500	400	80.0%	(400)	(400.0%)	
60042	LODGING	18,556	12,370	9,149	11,020	29,200	250	11,100	28,950	99.1%	(10,850)	(4340.0%)	
60043	PER DIEM	4,562	4,939	4,923	4,618	5,586	100	3,900	5,486	98.2%	(3,800)	(3800.0%)	
60044	HOSPITALITY	30,463	12,771	15,069	4,849	20,000	-	10,000	20,000	100.0%	(10,000)	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	6,000	-	2,000	-	7,000	738	8,000	6,262	89.5%	(7,262)	(984.0%)	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	4,870	2,929	3,090	2,116	5,000	500	2,500	4,500	90.0%	(2,000)	(400.0%)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,207	838	10	-	1,200	-	1,000	1,200	100.0%	(1,000)	-	
60061	APPAREL	0	-	-	-	-	200	-	(200)	-	200	100.0%	
60065	EQUIPMENT/SPACE RENTAL	13,087	29,503	20,987	18,912	24,000	-	16,000	24,000	100.0%	(16,000)	-	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	0	-	95	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	1,648	1,703	1,042	5	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	2,501	2,875	3,057	3,944	3,500	1,000	2,000	2,500	71.4%	(1,000)	(100.0%)	
	TOTAL EXPENSES	126,876	85,712	120,579	69,268	138,236	4,188	70,550	134,048	-	(66,362)	(1584.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DISABILITY SWIMMING COACHES WORKSHOP Program:1233

Program Manager: MJ Truex

Program Description: Funding for a once per quad workshop for coaches who work with athletes with disabilities. Workshop will partner with the USOPC.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	65	-	300	-	300	300	100.0%	(300)	-	Workshop is cancelled for 2020 USOPC hoping to reschedule for 2021.
60033	MEALS & ENTERTAINMENT	0	-	137	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	7,560	-	7,560	7,560	100.0%	(7,560)	-	
60044	HOSPITALITY	0	-	233	-	300	-	300	300	100.0%	(300)	-	
60075	AUTOMOBILE EXPENSE	0	-	9	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	444	-	8,160	-	8,160	8,160	-	(8,160)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NON-USAS CLINIC PARTICIPATION Program:1237
Program Manager: Joel Shiofield

Program Description: Funding to send USA-S staff and booth to major swim coaching clinics in the USA. These clinics provide a great opportunity to interact with coaches and promote USA-S programs and services.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60005	INTERNET SERVICE	5	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	970	1,090	109	783	876	650	500	226	25.8%	150	23.1%	
60013	EXCESS BAGGAGE & TIPS	110	-	4	5	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	4	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	143	9	64	337	-	100	-	(100)	-	100	100.0%	
60020	SUPPLIES	9	-	-	80	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	292	20	-	42	-	90	-	(90)	-	90	100.0%	
60034	CAR RENTAL	1,722	1,510	2,579	823	1,900	700	900	1,200	63.2%	(200)	(28.6%)	
60035	CAR RENTAL-GAS	79	140	200	94	100	250	200	(150)	(150.0%)	50	20.0%	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	6,596	5,297	7,361	5,601	10,000	500	2,400	9,500	95.0%	(1,900)	(380.0%)	
60041	GROUND TRANSPORTATION	961	890	690	827	648	250	1,200	398	61.4%	(950)	(380.0%)	
60042	LODGING	10,275	10,594	9,746	8,674	10,730	438	2,220	10,292	95.9%	(1,782)	(406.8%)	
60043	PER DIEM	4,245	4,371	4,135	3,942	5,446	200	780	5,246	96.3%	(580)	(290.0%)	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	627	13	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	5,617	4,474	4,359	2,168	4,400	500	2,800	3,900	88.6%	(2,300)	(460.0%)	
60087	CREDIT CARD FEES	0	-	2	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	77	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	3,232	2,660	2,840	3,065	4,000	510	4,000	3,490	87.3%	(3,490)	(684.3%)	
	TOTAL EXPENSES	34,882	31,144	32,093	26,442	38,100	4,188	15,000	33,912	-	(10,812)	(258.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ONLINE COACH CLINICS/PODCASTS Program:1240
 Program Manager: MJ Truex/Morgan Weinberg

Program Description: Funding to support regular professional development opportunities for coaches via conference call and web-based conferencing. Supports strategic efforts to expand educational services for

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	591	482	91	112	300	300	300	-	0.0%	-	0.0%	
60010	POSTAGE	0	-	1	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	13	-	-	-	-	-	-	-	-	-	
60030	SOFTWARE	16,430	13,475	4,688	4,750	5,000	5,000	5,000	-	0.0%	-	0.0%	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	-	150	150	-	-	0.0%	150	100.0%	
60040	AIRFARE	0	-	-	-	500	-	-	500	100.0%	-	-	
60042	LODGING	0	-	-	-	370	270	-	100	27.0%	270	100.0%	
60043	PER DIEM	0	-	-	-	114	114	-	-	0.0%	114	100.0%	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	250	250	-	-	3,000	1,500	3,000	1,500	50.0%	(1,500)	(100.0%)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	500	500	500	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	0	-	65	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	523	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	99	52	234	171	166	166	166	-	0.0%	-	0.0%	
	TOTAL EXPENSES	17,370	14,272	5,601	5,032	10,100	8,000	8,966	2,100	-	(966)	(12.1%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

COACH MENTORING Program:1242

Program Manager: MJ Truex/Morgan Weinberg

Program Description: Program provides different coach and athlete mentoring opportunities. Funding is to provide special opportunities for coaches and athletes including Women's Leadership Summits, She LEADS and We LEAD events. Aligns with business plan strategy to facilitate opportunities for experienced coaches to mentor young coaches and develop programs to educate and inspire athletes.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	4	16	-	14	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	32	-	-	-	-	-	-	-	
60010	POSTAGE	13	26	34	17	-	-	-	-	-	-	-	
60011	FREIGHT	295	253	475	381	600	-	400	600	100.0%	(400)	-	
60013	EXCESS BAGGAGE & TIPS	125	75	175	260	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	425	-	22	9	200	-	-	200	100.0%	-	-	
60016	CAR RENTAL/GAS	0	10	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	309	348	241	327	300	-	-	300	100.0%	-	-	
60020	SUPPLIES	2,141	1,023	3,054	2,386	1,500	200	800	1,300	86.7%	(600)	(300.0%)	
60033	MEALS & ENTERTAINMENT	507	1,510	938	316	100	100	-	-	0.0%	100	100.0%	
60034	CAR RENTAL	2,068	1,845	4,522	4,065	6,350	-	5,000	6,350	100.0%	(5,000)	-	Increased cost for van rental- took out of ground transportation
60035	CAR RENTAL-GAS	259	119	383	224	300	-	200	300	100.0%	(200)	-	
60036	OTHER LODGING	0	-	753	12,316	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	1,025	614	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	5,794	7,637	9,420	7,830	15,000	1,500	9,600	13,500	90.0%	(8,100)	(540.0%)	
60041	GROUND TRANSPORTATION	551	1,231	1,271	513	200	-	200	200	100.0%	(200)	-	
60042	LODGING	7,034	13,933	7,777	3,213	11,360	-	4,500	11,360	100.0%	(4,500)	-	
60043	PER DIEM	2,154	1,907	2,214	1,851	3,192	-	1,560	3,192	100.0%	(1,560)	-	
60044	HOSPITALITY	11,380	6,667	18,726	11,973	15,500	-	9,000	15,500	100.0%	(9,000)	-	\$2000 per event; \$1000 Convention activation
60049	HONORARIA - ATHLETES	0	-	-	500	-	-	-	-	-	-	-	
60050	HONORARIA	6,600	7,700	17,850	18,600	30,500	18,000	24,000	12,500	41.0%	(6,000)	(33.3%)	\$6000 per event
60056	PROTOCOL/GIFTS	0	3,369	2,562	375	3,600	-	1,240	3,600	100.0%	(1,240)	-	~\$10 per person
60060	GEAR/EQUIPMENT/SIGNAGE	0	268	-	147	-	-	-	-	-	-	-	
60061	APPAREL	0	452	889	419	1,120	1,000	1,000	120	10.7%	-	0.0%	SL/WL tshirts (~\$8 per person)
60065	EQUIPMENT/SPACE RENTAL	3,708	3,405	18,293	4,390	10,500	2,600	8,500	7,900	75.2%	(5,900)	(226.9%)	\$2000 per event + \$500 Convention activation
60075	AUTOMOBILE EXPENSE	0	105	73	44	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	229	1,575	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	4,343	6,834	1,000	7,650	-	-	-	-	-	-	-	
60098	DUES & FEES	225	125	1,770	1,158	5,000	2,000	4,000	3,000	60.0%	(2,000)	(100.0%)	Personal Assessments (~\$25 per person)
60100	GRANTS	14,635	14,498	26,312	22,411	24,000	24,000	-	-	0.0%	24,000	100.0%	
	TOTAL EXPENSES	62,571	73,585	121,355	102,036	129,322	49,400	70,000	79,922	-	(20,600)	(41.7%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MASTER COACH PROGRAM Program:1245

Program Manager: Joel Shinofield

Program Description: Club / Coach mentoring program whereby USA Swimming contracts highly successful, recently retired coaches to visit clubs specifically selected for this opportunity. This program supports business plan strategy to facilitate opportunities for experienced coaches to mentor young coaches.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	1	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	13	57	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	175	50	125	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	1,612	1,830	2,099	1,289	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	295	59	-	132	-	-	-	-	-	-	-	-
60034	CAR RENTAL	5,762	4,610	7,335	4,673	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	459	391	597	459	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	16,238	12,729	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	8,128	9,818	8,415	7,060	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	570	698	308	121	-	-	-	-	-	-	-	-
60042	LODGING	15,464	13,374	2,024	-	-	-	-	-	-	-	-	-
60043	PER DIEM	6,348	6,578	8,069	5,601	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	16,275	-	-	5,000	-	-	-	-	-	-	-	-
60098	DUES & FEES	80	81	-	88	-	-	-	-	-	-	-	-
61050	CONTRACT LABOR	46,125	64,725	73,500	61,550	25,000	14,000	-	11,000	44.0%	14,000	100.0%	-
	TOTAL EXPENSES	101,294	102,215	118,724	98,759	25,000	14,000	-	11,000	-	14,000	100.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TRAVEL & PROGRAM SUPPORT Program:1290

Program Manager: Joel Shinofield

Program Description: Administrative and operational expenses for Coach-related Field Services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60003	CELLULAR PHONE CHARGES	0	-	49	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	10	-	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	1	2	8	3	-	-	-	-	-	-	-	-
60011	FREIGHT	2,837	3,455	3,237	3,572	3,350	200	2,000	3,150	94.0%	(1,800)	(900.0%)	-
60013	EXCESS BAGGAGE & TIPS	5	150	-	-	154	-	-	154	100.0%	-	-	-
60015	PRINTING AND DUPLICATION	23	23	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	392	436	1,160	3,633	400	200	1,000	200	50.0%	(800)	(400.0%)	-
60020	SUPPLIES	174	301	124	220	140	-	175	140	100.0%	(175)	-	-
60030	SOFTWARE	0	-	539	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	222	146	685	685	500	200	400	300	60.0%	(200)	(100.0%)	-
60034	CAR RENTAL	8,367	9,080	11,008	11,684	23,870	5,500	6,750	18,370	77.0%	(1,250)	(22.7%)	-
60035	CAR RENTAL-GAS	1,076	1,111	1,374	909	1,300	200	1,500	1,100	84.6%	(1,300)	(650.0%)	-
60036	OTHER LODGING	0	-	1,054	484	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	14,730	20,762	23,273	30,205	32,000	5,000	18,000	27,000	84.4%	(13,000)	(260.0%)	-
60041	GROUND TRANSPORTATION	1,517	2,550	1,945	4,215	3,072	2,600	3,000	472	15.4%	(400)	(15.4%)	-
60042	LODGING	32,815	41,219	41,474	50,091	58,520	2,000	16,650	56,520	96.6%	(14,650)	(732.5%)	-
60043	PER DIEM	13,662	17,538	17,647	19,877	27,474	1,000	6,825	26,474	96.4%	(5,825)	(582.5%)	-
60046	LAUNDRY SERVICES	0	-	-	13	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	112	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	53	-	-	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	14,526	-	-	-	-	-	-	-	-	-
60071	TELEVISION/VIDEO PRODUCTION	19,501	37,821	4,093	37,354	40,300	4,000	23,300	36,300	90.1%	(19,300)	(482.5%)	-
60075	AUTOMOBILE EXPENSE	0	103	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	3,408	16,947	38	-	-	-	-	-	-	-	-
60098	DUES & FEES	681	322	-	-	600	-	400	600	100.0%	(400)	-	-
TOTAL EXPENSES		96,012	138,479	139,257	162,981	191,680	20,900	80,000	170,780	-	(59,100)	(282.8%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CLUB EXCELLENCE PROGRAM Program:1302

Program Manager: Joel Shinofield

Program Description: The Club Excellence Program is a voluntary program that identifies and recognizes the Top 200 performing teams for their commitment to performance excellence. All teams that are among the Top 200 receive a banner signifying their accomplishment (Gold Medal-the top 20 teams; Silver Medal-teams ranked 21-100; Bronze Medal-teams ranked 101-200). The program provides grant funding up to: \$12,500 for the Gold Medal teams and \$3,500 for Silver Medal teams (the grant applications are scored by an evaluation committee). There are special funds available to Gold Medal clubs that achieve that ranking four years in a row.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	1,555	1,664	52	56	-	-	-	-	-	-	-	
60011	FREIGHT	2,441	3,405	2,803	3,430	3,000	3,000	-	-	0.0%	3,000	100.0%	
60015	PRINTING AND DUPLICATION	1,139	455	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	319	1,058	398	383	300	300	-	-	0.0%	300	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	20,042	19,569	19,488	19,296	19,700	19,700	-	-	0.0%	19,700	100.0%	
60100	GRANTS	449,315	445,602	436,520	422,687	440,000	440,000	209,000	-	0.0%	231,000	52.5%	
	TOTAL EXPENSES	474,811	471,753	459,261	445,851	463,000	463,000	209,000	-	-	254,000	54.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CLUB RECOGNITION PROGRAM Program:1305

Program Manager: Joel Shinofield

Program Description: Multi-level recognition and incentive program promoting club organizational progression in critical areas. This program includes the Virtual Club Championships and IMX programs. Aligns with strategic objective to raise the level of professionalism of clubs as businesses and organizations.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	74	-	-	-	-	-	-	-	-	-	-	-
60055	AWARDS	5	-	-	-	2,500	-	2,500	2,500	100.0%	(2,500)	-	-
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	5,000	-	5,000	5,000	100.0%	(5,000)	-	-
	TOTAL EXPENSES	79	-	-	-	7,500	-	7,500	7,500	-	(7,500)	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CLUB GOVERNANCE PROGRAMS Program:1311

Program Manager: Joel Shinofield

Program Description: Funding to provide Club Leadership Schools (CLBMS) or Strategic Planning Workshops to clubs to support business plan strategy to deliver club leadership, governance and business education services and courses. This program also funds two governance related seminars - Coach Owner Seminar (hosted in odd # years) and the BOD Presidents Seminar (hosted annually)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	2	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	116	-	31	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	160	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	6	69	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	75	680	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	4	120	-	-	320	320	1,500	-	0.0%	(1,180)	(368.8%)	
60033	MEALS & ENTERTAINMENT	360	580	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,102	1,921	1,931	336	1,350	1,350	300	-	0.0%	1,050	77.8%	
60035	CAR RENTAL-GAS	115	284	285	20	200	200	-	-	0.0%	200	100.0%	
60036	OTHER LODGING	0	-	5,650	4,645	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	4,703	5,323	2,314	1,111	3,500	3,500	1,800	-	0.0%	1,700	48.6%	
60041	GROUND TRANSPORTATION	187	296	43	15	108	-	-	108	100.0%	-	-	
60042	LODGING	5,414	9,951	2,998	497	10,350	5,000	1,665	5,350	51.7%	3,335	66.7%	
60043	PER DIEM	1,439	1,585	958	360	1,026	-	260	1,026	100.0%	(260)	-	
60044	HOSPITALITY	1,653	3,380	1,887	1,133	1,800	-	-	1,800	100.0%	-	-	
60046	LAUNDRY SERVICES	0	-	7	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	3,000	-	-	1,500	-	-	1,500	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	868	158	-	720	1,000	784	2,475	216	21.6%	(1,691)	(215.7%)	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	63	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	4,500	-	-	(4,500)	-	
60098	DUES & FEES	10,000	10,067	10,000	10,000	10,000	3,846	-	6,154	61.5%	3,846	100.0%	
	TOTAL EXPENSES	26,196	37,410	26,110	18,905	31,154	15,000	12,500	16,154	-	2,500	16.7%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CLUB RESOURCES Program:1314

Program Manager: MJ Truex/Morgan Weinberg

Program Description: Funding to supplement club and parent education and club video projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	-	-	21,000	-	(21,000)	-	21,000	100.0%	
60010	POSTAGE	240	57	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	394	162	-	27	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	7,802	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60030	SOFTWARE	0	-	-	599	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	-	150	-	-	150	100.0%	-	-	
60036	OTHER LODGING	0	-	-	250	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	448	500	-	-	500	100.0%	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	370	-	-	370	100.0%	-	-	
60043	PER DIEM	0	-	-	-	114	-	-	114	100.0%	-	-	
60044	HOSPITALITY	0	-	-	106	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	4,208	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	560	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	246	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	2,000	1,420	-	-	2,000	-	2,000	2,000	100.0%	(2,000)	-	
60080	SUBSCRIPTIONS	0	-	-	-	600	-	500	600	100.0%	(500)	-	
60097	OTHER PROFESSIONAL SERVICES	5,508	5,508	5,508	9,758	10,000	6,000	5,500	4,000	40.0%	500	8.3%	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		12,596	14,949	5,508	11,747	13,734	27,000	8,000	(13,266)	-	19,000	70.4%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CLUB RESEARCH TECHNOLOGY Program:1332
Program Manager: Joel Shinofield

Program Description: Ongoing project to develop software that allows us to mine, evaluate, and publish key data and info. on member clubs and LSCs. Supports strategy to provide metrics data and best practices.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	110,465	131,162	87,204	30,549	10,500	10,500	-	-	0.0%	10,500	100.0%	
60097	OTHER PROFESSIONAL SERVICES	0	14,671	26,243	-	20,000	-	10,500	20,000	100.0%	(10,500)	-	
	TOTAL EXPENSES	110,465	145,833	113,446	30,549	30,500	10,500	10,500	20,000	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TRAVEL & PROGRAM SUPPORT Program:1390

Program Manager: Joel Shinofield

Program Description: Administrative and operational expenses for Club-related Team Services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	19	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	3	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	96	40	7	1	-	-	-	-	-	-	-	
60011	FREIGHT	255	332	1,250	359	800	-	400	800	100.0%	(400)	-	
60013	EXCESS BAGGAGE & TIPS	85	535	370	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	56	88	118	20	100	-	-	100	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	964	651	740	1,425	1,000	1,000	1,600	-	0.0%	(600)	(60.0%)	
60020	SUPPLIES	152	-	34	78	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	453	107	477	464	514	200	-	314	61.1%	200	100.0%	
60034	CAR RENTAL	23,778	23,333	29,666	21,333	30,850	6,500	9,000	24,350	78.9%	(2,500)	(38.5%)	10.13.2020 update: With a pause on spend, based on our Thursday conversation, we will no longer send staff to 18U Champ sites or US Open.
60035	CAR RENTAL-GAS	3,157	2,622	3,920	2,726	3,000	1,000	-	2,000	66.7%	1,000	100.0%	
60039	AIRFARE - VIK	0	-	-	-	-	-	1,500	-	-	(1,500)	-	
60040	AIRFARE	33,728	32,192	37,291	31,830	34,750	500	24,000	34,250	98.6%	(23,500)	(4700.0%)	
60041	GROUND TRANSPORTATION	3,039	3,496	6,724	3,754	3,864	2,500	2,500	1,364	35.3%	-	0.0%	
60042	LODGING	59,143	56,095	68,594	49,413	67,500	3,000	22,200	64,500	95.6%	(19,200)	(640.0%)	
60043	PER DIEM	28,598	27,337	33,399	23,549	26,790	500	7,800	26,290	98.1%	(7,300)	(1460.0%)	
60044	HOSPITALITY	0	-	25	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	233	202	186	110	214	-	-	214	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	96	-	491	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	645	117	236	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	154	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	433	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	153,758	148,358	182,918	135,849	169,382	15,200	69,000	154,182	-	(53,800)	(353.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC & ZONE GOVERNANCE STUDY Program:1465
Program Manager: Joel Shinofield

Program Description: Funding for outside consultant to conduct a thorough review of LSC & Zone governance and management structures as well as ongoing operations.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60041	GROUND TRANSPORTATION	46	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	1,582	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	480	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	373	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	464	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	96,250	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	99,194	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LSC CONSULTING Program:1470

Program Manager: MJ Truex

Program Description: Consulting services targeted at improving LSC planning, efficiency and performance.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	2	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	4	130	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	8	-	-	-	-	-	-	-	-	-
60010	POSTAGE	0	125	27	-	-	-	-	-	-	-	-	-
60011	FREIGHT	558	569	263	443	776	100	700	676	87.1%	(600)	(600.0%)	-
60013	EXCESS BAGGAGE & TIPS	0	60	-	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	445	156	275	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	1,326	1,361	2,077	2,429	1,300	500	1,300	800	61.5%	(800)	(160.0%)	-
60020	SUPPLIES	409	935	1,119	488	1,000	-	1,000	1,000	100.0%	(1,000)	-	-
60033	MEALS & ENTERTAINMENT	0	208	165	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	3,870	4,600	5,669	5,390	5,850	1,000	-	4,850	82.9%	1,000	100.0%	-
60035	CAR RENTAL-GAS	228	340	455	506	300	200	300	100	33.3%	(100)	(50.0%)	-
60036	OTHER LODGING	0	-	6,089	6,132	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	-	50	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	7,965	9,289	15,353	12,715	13,000	3,500	-	9,500	73.1%	3,500	100.0%	-
60041	GROUND TRANSPORTATION	1,641	1,596	2,698	1,654	1,000	200	1,000	800	80.0%	(800)	(400.0%)	-
60042	LODGING	7,644	11,110	10,931	10,371	14,430	2,000	-	12,430	86.1%	2,000	100.0%	-
60043	PER DIEM	3,933	4,883	7,949	7,476	4,446	1,000	-	3,446	77.5%	1,000	100.0%	-
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	999	38	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	726	-	-	-	-	-	-	-	-	-
60061	APPAREL	0	-	50	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	-
60075	AUTOMOBILE EXPENSE	0	23	-	-	-	-	-	-	-	-	-	-
60080	SUBSCRIPTIONS	0	-	99	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	5,433	6,600	28,100	19,800	-	-	-	-	-	-	-	-
60098	DUES & FEES	199	2,447	284	398	600	300	600	300	50.0%	(300)	(100.0%)	-
61050	CONTRACT LABOR	0	-	-	-	25,200	25,200	18,000	-	0.0%	7,200	28.6%	-
	TOTAL EXPENSES	33,655	45,431	82,377	67,850	67,902	34,000	22,900	33,902	-	11,100	32.6%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LEAP PROGRAM Program:1475

Program Manager: MJ Truex

Program Description: Online evaluation and achievement program promoting LSC progression in critical areas. The LEAP program aligns with strategic objective to improve and measure LSC effectiveness.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	41	20	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	156	151	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	8	758	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	30	-	-	500	500	-	-	0.0%	500	100.0%	
60033	MEALS & ENTERTAINMENT	0	40	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	45,330	63,408	49,104	36,957	53,000	31,246	-	21,754	41.0%	31,246	100.0%	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	608	-	863	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	45,987	64,256	50,123	37,108	53,500	31,746	-	21,754	-	31,746	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LEADERSHIP WORKSHOPS Program:1481

Program Manager: MJ Truex

Program Description: Educational and leadership training workshops for targeted LSC and Zone leaders. Invests in "Support LSCs and Zones" key priority.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	19	34	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	235	199	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	-	-	60	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	20	-	135	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	836	-	1,000	1,000	-	-	0.0%	1,000	100.0%	-
60033	MEALS & ENTERTAINMENT	250	(585)	-	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	-	-	375	375	-	-	0.0%	375	100.0%	-
60035	CAR RENTAL-GAS	0	-	8	47	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	7,645	7,080	-	-	-	-	-	-	-	-
60040	AIRFARE	1,025	1,584	1,137	1,962	2,500	2,500	-	-	0.0%	2,500	100.0%	-
60041	GROUND TRANSPORTATION	150	200	5	12	124	124	-	-	0.0%	124	100.0%	-
60042	LODGING	4,013	6,255	-	371	9,040	9,040	-	-	0.0%	9,040	100.0%	-
60043	PER DIEM	0	-	-	138	732	732	-	-	0.0%	732	100.0%	-
60044	HOSPITALITY	1,765	2,967	1,346	2,200	2,000	2,000	-	-	0.0%	2,000	100.0%	-
60050	HONORARIA	0	-	4,000	7,692	4,000	4,000	-	-	0.0%	4,000	100.0%	-
60056	PROTOCOL/GIFTS	395	674	662	911	700	700	-	-	0.0%	700	100.0%	-
60062	APPAREL - VIK	0	-	869	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	500	500	-	-	0.0%	500	100.0%	-
60075	AUTOMOBILE EXPENSE	0	-	39	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	367	506	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	2,500	4,380	-	-	6,000	6,000	8,970	-	0.0%	(2,970)	(49.5%)	-
60098	DUES & FEES	229	222	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	10,733	16,236	16,918	20,671	26,971	26,971	8,970	-	-	18,001	66.7%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

BUILD A POOL CONFERENCE Program:1505

Program Manager: Joel Shinofield

Program Description: Funding to conduct 6-7 Regional BAP conferences and 2-3 custom BAP workshops. This educational program supports strategic objective to establish services targeted at increasing access to and the number of competition and training pools in the USA.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	14	-	5	-	-	-	-	-	-	-	-	
60010	POSTAGE	3	-	14	1	-	80	-	(80)	-	80	100.0%	
60011	FREIGHT	1,782	1,120	1,687	1,828	2,000	1,125	-	875	43.8%	1,125	100.0%	
60013	EXCESS BAGGAGE & TIPS	242	334	155	150	265	-	-	265	100.0%	-	-	
60015	PRINTING AND DUPLICATION	32	-	-	179	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	136	539	99	231	400	100	-	300	75.0%	100	100.0%	
60020	SUPPLIES	3,083	1,746	1,790	1,154	3,500	100	-	3,400	97.1%	100	100.0%	
60033	MEALS & ENTERTAINMENT	521	318	97	131	500	3,000	-	(2,500)	(500.0%)	3,000	100.0%	
60034	CAR RENTAL	1,533	2,960	2,502	1,356	3,750	800	-	2,950	78.7%	800	100.0%	
60035	CAR RENTAL-GAS	214	259	160	95	300	100	-	200	66.7%	100	100.0%	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	7,508	6,211	3,126	5,492	9,000	3,500	-	5,500	61.1%	3,500	100.0%	
60041	GROUND TRANSPORTATION	755	495	254	292	-	-	-	-	-	-	-	
60042	LODGING	5,817	5,416	4,029	3,613	7,585	2,000	-	5,585	73.6%	2,000	100.0%	
60043	PER DIEM	5,365	5,401	3,352	3,306	5,700	1,500	-	4,200	73.7%	1,500	100.0%	
60044	HOSPITALITY	23,542	35,081	24,603	29,367	17,200	5,000	-	12,200	70.9%	5,000	100.0%	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	2,777	1,200	4,973	1,863	-	1,200	-	(1,200)	-	1,200	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	849	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	4,950	6,149	2,191	2,479	5,000	3,000	-	2,000	40.0%	3,000	100.0%	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	433	688	395	-	500	-	-	500	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	77	107	-	-	100	-	(100)	-	100	100.0%	
60098	DUES & FEES	861	787	1,430	1,679	2,500	1,200	-	1,300	52.0%	1,200	100.0%	
60100	GRANTS	0	-	-	-	2,000	-	-	2,000	100.0%	-	-	
	TOTAL EXPENSES	60,416	68,781	50,966	53,216	60,200	22,805	-	37,395	-	22,805	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

AQUATIC INDUSTRY RELATIONS Program:1507

Program Manager: Joel Shinofield

Program Description: Funding to support participation at various key aquatic industry conferences to cultivate relationships and develop strategic alliances with potential aquatic partners who can assist and compliment USA-S efforts to support the construction of new aquatic facilities, increase access to existing pools, and promote the Make a Splash initiative.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	13	-	34	19	-	-	-	-	-	-	-	
60010	POSTAGE	0	7	95	-	-	-	-	-	-	-	-	
60011	FREIGHT	1,283	1,600	4,170	2,772	1,700	-	-	1,700	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	240	195	309	70	250	-	-	250	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	25	5	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	35	116	190	19	-	-	-	-	-	-	-	
60020	SUPPLIES	0	188	419	154	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	475	339	80	-	400	-	-	400	100.0%	-	-	
60034	CAR RENTAL	1,103	1,591	1,448	1,041	1,875	-	-	1,875	100.0%	-	-	
60035	CAR RENTAL-GAS	131	147	113	71	-	-	-	-	-	-	-	
60040	AIRFARE	6,167	5,375	1,976	1,481	5,000	-	-	5,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	459	535	524	376	530	-	-	530	100.0%	-	-	
60042	LODGING	5,032	3,529	5,659	3,328	4,625	-	-	4,625	100.0%	-	-	
60043	PER DIEM	3,160	3,247	3,003	2,364	3,420	-	-	3,420	100.0%	-	-	
60044	HOSPITALITY	0	-	2,518	724	600	-	-	600	100.0%	-	-	
60055	AWARDS	0	-	-	34	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	549	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	1,595	1,938	1,587	5,269	2,500	-	-	2,500	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	175	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	2,090	3,975	4,270	1,270	1,500	-	-	1,500	100.0%	-	-	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	21,957	23,355	26,399	18,990	22,400	-	-	22,400	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TRAVEL & PROGRAM SUPPORT Program:1590

Program Manager: Joel Shinofield

Program Description: Administrative and operational expenses for Facility-related consulting services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	9	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	24	22	13	5	-	-	-	-	-	-	-	
60011	FREIGHT	649	101	82	240	500	500	-	-	0.0%	500	100.0%	
60013	EXCESS BAGGAGE & TIPS	75	15	35	83	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	23	23	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	26	468	96	309	100	-	-	100	100.0%	-	-	
60020	SUPPLIES	174	42	7	73	-	-	-	-	-	-	-	
60030	SOFTWARE	500	625	500	-	600	-	-	600	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	101	20	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,777	368	551	1,089	1,500	-	-	1,500	100.0%	-	-	
60035	CAR RENTAL-GAS	263	9	76	61	200	-	-	200	100.0%	-	-	
60036	OTHER LODGING	0	-	-	699	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,729	-	1,206	3,107	2,500	-	-	2,500	100.0%	-	-	
60041	GROUND TRANSPORTATION	326	106	139	181	316	-	-	316	100.0%	-	-	
60042	LODGING	2,700	-	523	1,247	2,960	-	-	2,960	100.0%	-	-	
60043	PER DIEM	2,764	300	548	2,505	1,824	-	-	1,824	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	180	-	394	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	270	1,814	465	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	99	99	99	120	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	49	-	-	800	-	-	800	100.0%	-	-	
60098	DUES & FEES	160	203	242	676	500	-	-	500	100.0%	-	-	
61024	STAFF DEVELOPMENT	0	-	-	54	-	-	-	-	-	-	-	
61050	CONTRACT LABOR	0	-	-	-	135,000	120,000	96,000	15,000	11.1%	24,000	20.0%	Contract labor.
	TOTAL EXPENSES	11,748	4,345	4,995	10,448	146,800	120,500	96,000	26,300	-	24,500	20.3%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DIVERSITY MANAGEMENT SUPPORT Program:1638
Program Manager: MJ Truex

Program Description: Operational and administrative funding to support USA Swimming's diversity and inclusion initiatives.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	38	39	61	7	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	99	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	22	13	-	-	-	-	-	-	-	-	
60011	FREIGHT	3,451	4,371	2,389	1,839	3,000	3,000	3,000	-	0.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	305	75	50	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	10,874	7,132	3,896	134	6,500	6,500	-	-	0.0%	6,500	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	720	111	271	49	766	766	700	-	0.0%	66	8.6%	
60020	SUPPLIES	567	1,899	7,582	193	2,000	2,000	2,000	-	0.0%	-	0.0%	Convention and Trials Supplies
60025	ADVERTISING	0	-	-	384	-	-	-	-	-	-	-	
60030	SOFTWARE	0	-	-	-	900	900	-	-	0.0%	900	100.0%	
60033	MEALS & ENTERTAINMENT	359	836	819	523	500	500	500	-	0.0%	-	0.0%	
60034	CAR RENTAL	3,411	2,802	2,274	2,652	10,200	500	9,000	9,700	95.1%	(8,500)	(1700.0%)	
60035	CAR RENTAL-GAS	262	165	351	504	-	100	-	(100)	-	100	100.0%	
60036	OTHER LODGING	0	-	2,013	1,990	-	700	-	(700)	-	700	100.0%	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	8,358	8,124	7,233	12,408	18,000	3,500	18,000	14,500	80.6%	(14,500)	(414.3%)	
60041	GROUND TRANSPORTATION	1,608	1,861	1,360	1,602	700	500	700	200	28.6%	(200)	(40.0%)	
60042	LODGING	17,839	9,765	6,995	8,009	22,200	900	22,200	21,300	95.9%	(21,300)	(2366.7%)	
60043	PER DIEM	5,385	3,504	2,972	3,135	8,784	800	3,900	7,984	90.9%	(3,100)	(387.5%)	Convention Breakfast and All Staff Training Catering
60044	HOSPITALITY	1,942	1,639	1,894	2,611	3,000	3,000	3,000	-	0.0%	-	0.0%	
60045	TICKETS	0	-	-	100	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	1,980	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	-	-	6,000	6,000	6,000	-	0.0%	-	0.0%	3 events
60050	HONORARIA	3,500	2,550	4,500	-	-	-	10,000	-	-	(10,000)	-	Facilitators/Consultants
60056	PROTOCOL/GIFTS	0	3,970	4,425	12,350	6,500	6,500	6,500	-	0.0%	-	0.0%	Trials Giveaways
60060	GEAR/EQUIPMENT/SIGNAGE	1,982	1,667	3,711	-	6,500	6,500	-	-	0.0%	6,500	100.0%	
60061	APPAREL	65	583	-	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	1,180	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	250	2,757	-	2,100	500	500	500	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	483	1,636	-	55	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	504	511	1,808	270	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	600	230	925	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	1,650	969	9,445	4,300	10,000	56,000	20,000	(46,000)	(460.0%)	36,000	64.3%	Trials Activation
60098	DUES & FEES	2,030	945	512	332	500	500	550	-	0.0%	(50)	(10.0%)	
61024	STAFF DEVELOPMENT	0	-	-	130	-	-	-	-	-	-	-	
	TOTAL EXPENSES	66,182	58,164	65,600	58,895	106,550	99,666	106,550	6,884	-	(6,884)	(6.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

COMMUNITY SWIM TEAM DEVELOPMENT Program:1640

Program Manager: Shaun Anderson & MJ Truex

Program Description: Grassroots swim team development effort to attract and mentor diverse swim teams.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	8	16	36	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	5	-	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	12	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	349	818	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	78	174	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	389	630	208	49	149	-	149	149	100.0%	(149)	-	-
60020	SUPPLIES	0	3	4,887	31	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	65	315	947	1,431	-	-	-	-	-	-	-	-
60034	CAR RENTAL	1,868	2,566	5,069	1,030	5,850	-	5,850	5,850	100.0%	(5,850)	-	-
60035	CAR RENTAL-GAS	76	225	488	192	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	996	283	-	-	-	-	-	-	-	-
60040	AIRFARE	7,159	6,397	13,391	5,868	10,500	-	10,500	10,500	100.0%	(10,500)	-	-
60041	GROUND TRANSPORTATION	995	2,228	2,455	1,614	400	-	400	400	100.0%	(400)	-	-
60042	LODGING	3,900	7,235	11,123	6,157	11,655	-	11,655	11,655	100.0%	(11,655)	-	-
60043	PER DIEM	1,905	3,804	4,745	2,072	4,446	-	4,500	4,446	100.0%	(4,500)	-	-
60044	HOSPITALITY	0	76	504	89	-	-	-	-	-	-	-	-
60049	HONORARIA - ATHLETES	0	-	-	6,000	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	3,000	-	2,000	-	2,000	2,000	100.0%	(2,000)	-	-
60056	PROTOCOL/GIFTS	0	-	-	-	5,000	-	5,000	5,000	100.0%	(5,000)	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	78	-	1,112	1,500	-	1,500	1,500	100.0%	(1,500)	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,074	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	775	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	614	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	109	18,815	7,900	6,421	4,000	-	4,000	4,000	100.0%	(4,000)	-	-
60100	GRANTS	6,915	-	-	-	25,000	7,664	25,000	17,336	69.3%	(17,336)	(226.2%)	-
	TOTAL EXPENSES	23,390	43,164	56,807	34,413	70,500	7,664	70,554	62,836	-	(62,890)	(820.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY RESEARCH STUDY Program:1642

Program Manager: MJ Truex

Program Description: Bi-annual research program to understand ethnic perceptions of the sport of swimming with major university research partner

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
60097	EXPENSES:										
	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ZONE DIVERSITY CAMPS & MEETINGS Program:1645
Program Manager: MJ Truex

Program Description: Every other year Zone Diversity Camps & Regional Meetings (2 Zones per year) to support diversity and inclusion efforts at local level.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	68	44	-	-	66	-	-	66	100.0%	-	-	
60005	INTERNET SERVICE	0	7	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	2	-	-	-	-	-	-	-	-	
60011	FREIGHT	670	635	1,196	782	322	2,400	1,500	(2,078)	(645.3%)	900	37.5%	
60013	EXCESS BAGGAGE & TIPS	50	25	70	30	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	5	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	94	285	-	-	-	-	-	-	-	
60020	SUPPLIES	201	204	1,016	344	600	1,200	1,200	(600)	(100.0%)	-	0.0%	
60033	MEALS & ENTERTAINMENT	67	228	742	-	-	-	1,800	-	-	(1,800)	-	\$600 for camp activity; \$300 for camp staff dinner
60034	CAR RENTAL	0	279	1,064	1,216	450	-	1,800	450	100.0%	(1,800)	-	
60035	CAR RENTAL-GAS	0	47	101	346	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	324	-	-	-	-	-	-	-	
60040	AIRFARE	5,914	7,542	5,955	6,524	3,000	2,700	10,800	300	10.0%	(8,100)	(300.0%)	
60041	GROUND TRANSPORTATION	190	275	853	499	-	-	400	-	-	(400)	-	
60042	LODGING	3,907	3,290	2,249	2,887	3,330	-	20,160	3,330	100.0%	(20,160)	-	
60043	PER DIEM	0	807	1,223	934	732	-	2,340	732	100.0%	(2,340)	-	
60044	HOSPITALITY	600	-	-	510	1,500	1,500	16,000	-	0.0%	(14,500)	(966.7%)	\$8,000 per camp
60049	HONORARIA - ATHLETES	0	-	-	2,500	-	-	-	-	-	-	-	
60050	HONORARIA	0	1,000	1,500	-	3,000	3,250	6,000	(250)	(8.3%)	(2,750)	(84.6%)	\$3,000 per camp
60056	PROTOCOL/GIFTS	0	-	-	-	-	300	800	(300)	-	(500)	(166.7%)	
60060	GEAR/EQUIPMENT/SIGNAGE	480	-	-	-	-	700	1,200	(700)	-	(500)	(71.4%)	
60061	APPAREL	0	1,552	-	-	-	-	1,000	-	-	(1,000)	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	1,500	-	8,000	1,500	100.0%	(8,000)	-	\$4,000 per camp
60097	OTHER PROFESSIONAL SERVICES	0	1,465	1,366	720	-	2,300	-	(2,300)	-	2,300	100.0%	
60098	DUES & FEES	0	-	-	-	900	-	2,000	900	100.0%	(2,000)	-	pre-employment screenings
60100	GRANTS	0	7,347	8,000	11,249	20,000	-	-	20,000	100.0%	-	-	
	TOTAL EXPENSES	12,147	24,748	25,430	29,153	35,400	14,350	75,000	21,050	-	(60,650)	(422.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY VIK Program:1651

Program Manager: MJ Truex

Program Description: VIK to provide apparel & equipment for Make a Splash and Diversity initiatives.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	126	-	-	-	-	-	-	-	
60062	APPAREL - VIK	13,436	14,893	12,973	12,305	15,000	15,000	15,000	-	0.0%	-	0.0%	
	TOTAL EXPENSES	13,436	14,893	12,973	12,431	15,000	15,000	15,000	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY SELECT CAMP Program:1665

Program Manager: Mariejo Truex, Morgan Weinberg & Juan Caraveo

Program Description: A camp program for emerging elite athletes from ethnically and culturally under-represented populations. The goal of these camps is to promote diversity of the sport by inspiring these athletes to become heroes and role models for other athletes of color in the sport of swimming. 48 athletes invited to camp (24 male; 24 female); home coaches are invited to attend; 7 staff members.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	51	59	4	4	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	24	-	-	-	-	-	-	-	-	
60011	FREIGHT	8	13	84	0	-	1,500	-	(1,500)	-	1,500	100.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	150	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	20	74	291	(5)	-	-	-	-	-	-	-	
60020	SUPPLIES	2,084	1,375	1,423	2,582	1,000	1,500	600	(500)	(50.0%)	900	60.0%	\$8/person
60030	SOFTWARE	0	-	300	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	629	400	264	305	500	-	400	500	100.0%	(400)	-	
60034	CAR RENTAL	459	-	151	-	-	-	450	-	-	(450)	-	
60035	CAR RENTAL-GAS	140	45	135	57	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	20,177	24,537	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	4,600	6,096	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	33,363	28,664	27,992	31,243	35,500	5,000	40,200	30,500	85.9%	(35,200)	(704.0%)	travel vouchers to be used 2021 for remaining expense
60041	GROUND TRANSPORTATION	536	394	290	51	-	-	-	-	-	-	-	
60042	LODGING	28,849	19,915	46	-	26,040	-	19,470	26,040	100.0%	(19,470)	-	
60043	PER DIEM	797	103	-	-	366	-	1,300	366	100.0%	(1,300)	-	
60044	HOSPITALITY	211	742	327	231	2,500	-	1,000	2,500	100.0%	(1,000)	-	
60049	HONORARIA - ATHLETES	0	-	1,000	-	-	-	-	-	-	-	-	
60050	HONORARIA	5,600	3,200	-	1,500	5,000	6,000	8,000	(1,000)	(20.0%)	(2,000)	(33.3%)	
60056	PROTOCOL/GIFTS	0	-	600	-	900	1,400	700	(500)	(55.6%)	700	50.0%	\$10 per person
60060	GEAR/EQUIPMENT/SIGNAGE	270	300	409	1,039	1,200	400	1,000	800	66.7%	(600)	(150.0%)	\$15 per athlete; \$10 per staff
60061	APPAREL	906	504	350	237	1,000	1,000	800	-	0.0%	200	20.0%	\$10 per athlete; \$18 per camp staff
60062	APPAREL - VIK	0	-	-	1,472	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	70	-	-	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	220	717	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	250	250	300	-	0.0%	(50)	(20.0%)	pool filming
60075	AUTOMOBILE EXPENSE	0	26	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	3	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	1,185	1,566	3,328	3,524	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	151	-	1,000	1,000	1,000	-	0.0%	-	0.0%	Pre-Employment Screenings
	TOTAL EXPENSES	75,178	57,600	62,811	72,877	75,256	18,050	75,220	57,206	-	(57,170)	(316.7%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 CONVENTION EDUCATION COMMITTEE Program:1823
 Program Manager: Morgan Weinberg
 Program Description: Committee Expenses. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	167	-	173	25	-	-	-	-	-	-	-	-
60010	POSTAGE	5	-	108	2	-	-	-	-	-	-	-	-
60011	FREIGHT	10	-	111	219	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	50	30	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	85	-	-	10	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	158	215	916	580	-	-	-	-	-	-	-	-
60020	SUPPLIES	325	237	445	130	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	77	24	122	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	335	244	124	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	22	9	4	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	149	1,291	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	1,965	-	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	3,441	3,447	4,471	2,972	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	220	104	452	286	-	-	-	-	-	-	-	-
60042	LODGING	1,815	1,387	756	523	-	-	-	-	-	-	-	-
60043	PER DIEM	806	935	1,470	1,005	-	-	-	-	-	-	-	-
60044	HOSPITALITY	687	721	1,156	835	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	-
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	-	131	250	100	250	150	60.0%	(150)	(150.0%)	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	147	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	2,480	2,003	1,826	600	-	-	-	-	-	-	-	-
60080	SUBSCRIPTIONS	0	200	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	75	70	250	-	250	250	100.0%	(250)	-	-
60098	DUES & FEES	75	-	75	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	10,351	9,680	14,553	8,955	500	100	500	400	-	(400)	(400.0%)	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC DEVELOPMENT COMMITTEE Program:1830
Program Manager: MJ Truex
Program Description: Committee Expenses.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	472	187	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	0	59	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	-	37	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	85	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	168	83	-	419	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	-
60030	SOFTWARE	0	-	150	-	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	52	-	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	2,276	6,068	-	-	-	-	-	-	-	-
60040	AIRFARE	5,363	5,773	5,374	3,178	1,350	-	-	1,350	100.0%	-	-	-
60041	GROUND TRANSPORTATION	20	77	-	201	-	-	-	-	-	-	-	-
60042	LODGING	1,663	5,182	268	-	1,000	-	-	1,000	100.0%	-	-	-
60043	PER DIEM	715	1,763	1,340	574	1,200	-	-	1,200	100.0%	-	-	-
60044	HOSPITALITY	7,137	6,125	5,647	9,738	-	-	-	-	-	-	-	-
60055	AWARDS	0	-	-	555	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	1,968	3,505	5,498	499	1,000	500	550	500	50.0%	(50)	(10.0%)	-
60075	AUTOMOBILE EXPENSE	0	-	33	-	-	-	-	-	-	-	-	-
60080	SUBSCRIPTIONS	0	249	-	270	-	-	-	-	-	-	-	-
60085	GRAPHICS/ART WORK	0	-	-	400	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	75	3,600	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	17,591	23,054	20,661	25,539	4,550	500	550	4,050	-	(50)	(10.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 DISABILITY SWIMMING COMMITTEE Program:1841
 Program Manager: MJ Truex
 Program Description: Committee Expenses. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	111	165	193	257	250	-	-	250	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	45	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	461	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	20	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	2,261	1,322	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	1,170	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	504	320	249	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	6	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	35	250	250	250	-	0.0%	-	0.0%	
60098	DUES & FEES	0	24	131	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	615	4,421	2,021	292	500	250	250	250	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DIVERSITY COMMITTEE Program:1842

Program Manager: MJ Truex

Program Description: Committee Expenses. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	578	458	59	62	250	-	-	250	100.0%	-	-	
60011	FREIGHT	0	-	-	87	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	-	120	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	12	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	66	-	28	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	330	-	-	-	-	-	-	-	-	-	
60030	SOFTWARE	0	-	150	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	23	167	221	322	-	-	-	-	-	-	-	
60034	CAR RENTAL	74	-	190	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	32	15	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,856	3,669	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	2,000	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	3,103	4,190	1,992	6,387	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	51	404	-	256	-	-	-	-	-	-	-	
60042	LODGING	2,245	2,813	268	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	353	670	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	2,176	2,961	2,139	4,025	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	83	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	876	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	1,500	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	2,533	4,109	2,639	517	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	0	-	23	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	150	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	11	-	-	12	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	6,000	250	250	250	-	0.0%	-	0.0%	
60098	DUES & FEES	0	75	-	150	-	-	-	-	-	-	-	
	TOTAL EXPENSES	10,861	18,055	11,325	24,063	500	250	250	250	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
AGE GROUP DEVELOPMENT COMMITTEE Program:1851
Program Manager: Joel Shinofield
Program Description: Committee Expenses. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	108	114	35	-	250	-	-	250	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	81	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	8	584	4,081	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	191	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	1,245	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	595	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	384	316	812	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	250	100	250	150	60.0%	(150)	(150.0%)	
	TOTAL EXPENSES	500	1,014	7,038	-	500	100	250	400	-	(150)	(150.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 CLUB DEVELOPMENT COMMITTEE Program:1856
 Program Manager: Joel Shinofield
 Program Description: Committee Expenses. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	95	34	8	-	250	-	-	250	100.0%	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	4	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	126	632	109	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	250	250	250	-	0.0%	-	0.0%	
	TOTAL EXPENSES	221	670	192	-	500	250	250	250	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
GOVERNANCE COMMITTEE Program:1860
Program Manager: Lucinda McRoberts
Program Description: Expenses for the Governance Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60004	CONFERENCE CALLS	349	217	81	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	58	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	74	-	-	-	-	-	-	-	
60040	AIRFARE	0	2,555	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	309	-	-	-	-	-	-	-	
60042	LODGING	0	2,289	-	-	-	-	-	-	-	
60043	PER DIEM	0	813	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	1,976	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	330	1,115	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	
	TOTAL EXPENSES	679	9,432	156	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ZONE DIRECTOR COMMITTEE Program:1865
 Program Manager:
 Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
60040	EXPENSES:												
	AIRFARE	0	-	-	484	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	484	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SENIOR DEVELOPMENT COMMITTEE Program:1885
 Program Manager: Joel Shinofield

Program Description: Senior Development Meetings. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	150	83	-	-	250	-	-	250	100.0%	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	79	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	1,521	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	3,125	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	2,204	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	1,610	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	1,335	575	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	457	1,174	1,765	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	250	250	250	-	0.0%	-	0.0%	
	TOTAL EXPENSES	607	9,609	3,936	-	500	250	250	250	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:1990
Program Manager: Joel Shinofield, Mariejo Truex

Program Description: Administrative and operational expenses for Club Development Division. Includes Organization-wide overhead and shared services. Allocated by headcount among divisions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	4,565	5,784	4,700	4,900	4,900	(200)	(4.3%)	-	0.0%	PCI Broadband
60002	LONG DISTANCE PHONE SERVICE	926	1,078	424	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	21,145	20,997	20,170	17,419	19,000	24,000	24,000	(5,000)	(26.3%)	-	0.0%	Misc Supplies
60004	CONFERENCE CALLS	649	280	294	791	800	1,600	1,600	(800)	(100.0%)	-	0.0%	
60005	INTERNET SERVICE	1,683	1,648	1,424	3,458	3,800	1,700	1,700	2,100	55.3%	-	0.0%	
60006	OTHER COMMUNICATIONS COST	2,436	2,087	1,328	1,008	1,600	2,000	2,000	(400)	(25.0%)	-	0.0%	Comcast
60010	POSTAGE	1,568	205	211	119	250	150	150	100	40.0%	-	0.0%	USOC
60011	FREIGHT	930	1,391	3,084	1,601	3,700	400	400	3,300	89.2%	-	0.0%	UPS
60013	EXCESS BAGGAGE & TIPS	50	210	194	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	10,026	11,566	11,710	7,172	10,000	5,650	5,650	4,350	43.5%	-	0.0%	US Bank/All Copy/Canon Fin/Lewan
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	294	492	548	237	500	300	300	200	40.0%	-	0.0%	
60019	FURNITURE & FIXTURES	295	2,878	602	-	-	-	-	-	-	-	-	
60020	SUPPLIES	22,236	13,693	15,815	8,526	10,000	8,300	8,300	1,700	17.0%	-	0.0%	First Choice/Off Depot/Colo Industrial
60025	ADVERTISING	0	100	-	-	-	-	-	-	-	-	-	
60030	SOFTWARE	279	672	678	984	1,200	1,000	1,000	200	16.7%	-	0.0%	
60031	COMPUTER REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	969	2,046	756	720	1,500	700	700	800	53.3%	-	0.0%	
													60034, 60040, 60042, and 60043 have all been increased to reflect a change in Managing Director Position Expectations for travel and visibility.
60034	CAR RENTAL	1,150	1,688	3,300	2,350	16,350	16,350	1,350	-	0.0%	15,000	91.7%	
60035	CAR RENTAL-GAS	303	70	226	173	300	-	-	300	100.0%	-	-	
60036	OTHER LODGING	0	-	3,088	1,260	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	7,866	2,515	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	6,763	8,982	10,459	23,008	27,000	27,000	24,000	-	0.0%	3,000	11.1%	
60041	GROUND TRANSPORTATION	596	1,253	1,496	2,571	1,000	1,000	1,000	-	0.0%	-	0.0%	
60042	LODGING	6,430	8,652	9,170	12,724	34,780	34,780	22,570	-	0.0%	12,210	35.1%	
60043	PER DIEM	3,095	3,197	3,541	4,114	15,638	15,638	10,010	-	0.0%	5,628	36.0%	
60044	HOSPITALITY	234	583	3,199	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	29	179	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	2,302	1,673	9,931	2,673	10,000	2,000	2,000	8,000	80.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	141	682	361	41	600	50	50	550	91.7%	-	0.0%	
60061	APPAREL	767	1,547	725	96	800	100	100	700	87.5%	-	0.0%	
60062	APPAREL - VIK	0	-	-	683	-	700	700	(700)	-	-	0.0%	
60064	BUILDING RENT	76,987	75,255	73,423	79,274	129,300	96,600	99,000	32,700	25.3%	(2,400)	(2.5%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	1,401	1,869	2,884	3,515	3,700	1,600	1,600	2,100	56.8%	-	0.0%	
60066	REPAIR/MAINTENANCE	440	421	302	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	183	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	(91)	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	91	210	59	66	300	300	300	-	0.0%	-	0.0%	
60080	SUBSCRIPTIONS	1,559	2,718	2,279	3,464	3,200	4,500	4,500	(1,300)	(40.6%)	-	0.0%	
60086	TRAVEL AGENCY FEES	0	2,602	19,162	16,464	19,200	16,000	16,000	3,200	16.7%	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	94,260	90,083	84,038	99,082	117,200	136,700	126,400	(19,500)	(16.6%)	10,300	7.5%	
60096	INSURANCE	0	-	-	33	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	14,768	10,884	11,214	19,894	20,000	20,000	20,000	-	0.0%	-	0.0%	
60098	DUES & FEES	2,982	6,640	4,376	5,739	6,300	5,700	5,700	600	9.5%	-	0.0%	
61006	VISION PREMIUMS	0	-	-	17	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	25	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	114	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	2,750	6,025	9,000	3,000	3,000	6,000	66.7%	-	0.0%	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	277,785	286,488	310,301	331,224	471,718	432,768	389,030	38,950	-	43,738	10.1%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

LEARN PROGRAMS Program:1710

Program Manager: MJ Truex

Program Description: N/A - Coach Licensure-This program is a placeholder for potential future use but has not been utilized in this quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:1999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	28	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	(3,500)	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	60	1,625	-	-	-	-	-	-	-	-	-	-
60101	FOUNDATION ALLOCATION	(39,161)	(29,370)	(34,181)	(33,827)	(47,000)	(33,800)	(33,800)	(13,200)	28.1%	-	0.0%	
61000	SALARIES	1,457,060	1,544,394	1,676,898	1,795,664	2,075,882	2,010,816	1,876,716	65,066	3.1%	134,100	6.7%	
61001	SALARY ALLOCATIONS	0	-	-	-	-	-	-	-	-	-	-	-
61006	VISION PREMIUMS	3,135	3,133	2,371	2,262	-	3,439	3,445	(3,439)	-	(6)	(0.2%)	
61010	MOVING EXPENSES	0	10,236	-	20,038	-	-	-	-	-	-	-	-
61014	PAYROLL TAXES	101,022	108,672	126,767	124,761	150,987	143,962	136,298	7,025	4.7%	7,664	5.3%	
61015	PENSION CONTRIBUTION	132,351	133,004	136,285	136,489	162,963	157,030	160,441	5,933	3.6%	(3,411)	(2.2%)	
61017	HEALTH	193,937	205,779	194,641	203,860	314,444	284,678	270,068	29,766	9.5%	14,610	5.1%	
61018	DISABILITY INSURANCE	9,244	12,748	8,249	8,509	-	9,866	8,739	(9,866)	-	1,127	11.4%	
61019	DENTAL INSURANCE	13,116	12,968	10,525	11,663	-	19,528	19,403	(19,528)	-	125	0.6%	
61020	WORKERS COMPENSATION INSURAN	4,455	3,479	3,663	3,904	-	5,800	5,800	(5,800)	-	-	0.0%	
61022	EYE CARE REIMBURSEMENTS	898	1,100	676	1,000	-	1,000	1,000	(1,000)	-	-	0.0%	
61024	STAFF DEVELOPMENT	4,094	5,282	11,141	-	-	-	-	-	-	-	-	
61025	BENEFIT & TAX ALLOCATIONS	0	-	-	-	-	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	2,218	2,221	1,833	1,758	-	2,336	2,124	(2,336)	-	212	9.1%	
	TOTAL EXPENSES	1,882,429	2,011,799	2,138,868	2,276,082	2,657,275	2,604,655	2,450,234	52,620	-	154,421	5.9%	

EVENTS AND MEMBER SERVICES								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Events												
46	2005 Olympic Trials	95,633	250	4,468	9,401	40,000	8,685	31,630	31,315	78.3%	(22,945)	(264.2%)
47	2006 Olympic Trials Joint Venture	-	-	-	330	0	0	0	-		-	
48	2010 Duel in the Pool	677	-	-	-	0	0	0	-		-	
49	2015 Pan Pacific Championships	-	-	48,289	-	0	0	0	-		-	
50	2018 US Open (frmly Winter National Champs)	72,674	96,191	113,668	230,657	213,836	15,000	118,444	198,836	93.0%	(103,444)	(689.6%)
51	2019 National Championships/Trialss	6,637	332,069	969,019	793,526	0	1,880	0	(1,880)		1,880	100.0%
52	2022 International Swimming League Events	-	-	-	13,896	25,000	0	0	25,000	100.0%	-	
53	2023 USA Swimming Summer Invitational	76,006	83,313	29	4,008	116,013	1,900	69,923	114,113	98.4%	(68,023)	(3580.2%)
54	2025 Pro Swim Series	241,733	204,616	428,078	389,426	280,348	141,400	165,970	138,948	49.6%	(24,570)	(17.4%)
55	2026 National Team vs. NCAA	169,488	165,688	-	-	0	0	0	-		-	
56	2027 Speedo Sectionals	190,000	210,000	220,007	220,000	220,000	100,000	123,200	120,000	54.5%	(23,200)	(23.2%)
57	2028 IMXtreme Games	16,015	8,000	8,000	8,000	24,000	4,000	0	20,000	83.3%	4,000	100.0%
58	2029 Zone Championships	85,000	100,395	90,657	100,000	100,000	12,500	56,000	87,500	87.5%	(43,500)	(348.0%)
59	2035 Futures Championships	119,337	124,200	118,104	121,662	90,574	0	0	90,574	100.0%	-	
60	2040 Jr. Pan Pacific Championships	25,000	8,337	25,000	-	25,000	0	0	25,000	100.0%	-	
61	2045 Jr. Nat'l Championships (Summer LC)	52,709	74,147	143,387	141,912	0	0	0	-		-	
62	2050 Winter Junior Championships East/West	90,968	147,960	110,138	127,665	138,256	10,000	87,941	128,256	92.8%	(77,941)	(779.4%)
63	2055 FINA JR World Championships	1,002	1,260,358	-	-	0	0	0	-		-	
64	2069 Open Water Championships	80,398	92,042	77,516	102,056	102,117	10,500	59,598	91,617	89.7%	(49,098)	(467.6%)
65	2072 FINA Championship Series	-	-	-	0	0	0	0	-		-	
66	2076 Bag Tags VIK	15,142	17,175	16,627	15,000	10,000	50	10,000	9,950	99.5%	(9,950)	(19900.0%)
67	2077 National Events Uniforming (VIK)	42,038	31,500	47,998	14,820	40,000	10,000	40,000	30,000	75.0%	(30,000)	(300.0%)
68	2092 Club Marketing & Event Management Symposium	-	-	-	-	0	0	0	-		-	
69	2716 Omega Timing Systems VIK	402,500	436,850	400,000	400,000	400,000	100,000	400,000	300,000	75.0%	(300,000)	(300.0%)
Program Group Total		1,782,956	3,393,090	2,820,985	2,692,358	1,825,144	415,915	1,162,706	1,409,229	77.2%	(746,791)	(179.6%)
Member Programs												
70	2411 Member Dues and Services	18,759	7,841	8,010	11,073	9,136	9,136	256,500	-	0.0%	(247,364)	(2707.6%)
71	2412 Technology Projects	7,486	563	25,000	-	25,000	0	0	25,000	100.0%	-	
72	2418 SWIMS 2.0	69,768	62,357	111,939	169,508	189,500	189,500	200,000	-	0.0%	(10,500)	(5.5%)
73	2421 Membership Directory	9,426	5,593	-	-	0	0	0	-		-	
74	2423 Rulebook	82,317	100,463	113,685	99,565	108,800	108,800	11,200	-	0.0%	97,600	89.7%
75	2430 Athlete Leadership Summit	-	-	-	-	30,000	30,000	18,000	-	0.0%	12,000	40.0%
76	2431 Swimposium	98,589	101,113	84,427	83,184	96,188	33,340	53,000	62,848	65.3%	(19,660)	(59.0%)
77	2432 Zone Workshops	53,847	209,601	139,508	268,601	202,036	1,250	229,000	200,786	99.4%	(227,750)	(18220.0%)
78	2434 On-Line Registration	-	6,415	38,026	96,358	106,500	106,500	140,000	-	0.0%	(33,500)	(31.5%)
79	2498 Awards	9,380	9,939	21,516	18,270	12,290	5,850	5,000	6,440	52.4%	850	14.5%
Program Group Total		349,571	503,885	542,110	746,558	779,450	484,376	912,700	295,074	37.9%	(428,324)	(88.4%)
Member Programs - Officials												
80	2433 Officials Training Sessions	74,258	127,311	89,834	94,272	89,055	1,000	52,950	88,055	98.9%	(51,950)	(5195.0%)
81	2437 Officials On-Line Testing	-	-	-	-	1,100	0	825	1,100	100.0%	(825)	
82	2438 Officials Certification Program	-	2,564	21,000	-	5,200	0	3,900	5,200	100.0%	(3,900)	

EVENTS AND MEMBER SERVICES								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
83	2439 Officials Video	-	-	-	-	0	0	6,000	-		(6,000)	
84	2440 Officials Clinic	51,355	1,045	64,479	699	48,960	250	29,888	48,710	99.5%	(29,638)	(11855.2%)
85	2441 Officials International Travel	4,312	10,803	22,439	19,876	23,467	0	12,600	23,467	100.0%	(12,600)	
86	2442 Officials Uniforming (VIK)	-	-	-	-	0	0	0	-		-	
87	2450 Officials Mentoring & Training	2,591	502	1,167	778	4,068	500	1,500	3,568	87.7%	(1,000)	(200.0%)
Program Group Total		132,516	142,225	198,918	115,625	171,850	1,750	107,663	170,100	99.0%	(105,913)	(6052.2%)
Other Programs and Services												
88	2501 Publications and Video Sales	45,153	23,665	22,784	27,964	30,000	30,000	24,000	-	0.0%	6,000	20.0%
89	2502 Mailing Service	483	280	158	123	500	500	200	-	0.0%	300	60.0%
90	2505 Trials Hospitality	55,900	-	-	-	40,768	561	17,300	40,207	98.6%	(16,739)	(2983.8%)
91	2518 Altitude Camps	269,977	537,523	678,926	649,110	300,000	160,215	250,000	139,785	46.6%	(89,785)	(56.0%)
92	2519 Times Projects	12,606	54,368	51,240	38,368	34,400	33,200	23,400	1,200	3.5%	9,800	29.5%
93	2535 Pool Environment Research & Education	-	-	-	-	30,000	0	0	30,000	100.0%	-	
94	2715 TV/Web Cast Production	632,085	1,154,685	1,320,082	1,328,938	881,640	350,000	523,474	531,640	60.3%	(173,474)	(49.6%)
95	2720 Vendini Event Ticketing	-	-	-	-	0	0	0	-		-	
Program Group Total		1,016,204	1,770,521	2,073,190	2,044,504	1,317,308	574,476	838,374	742,832	56.4%	(263,898)	(45.9%)
Committees												
96	2801 Convention	86,289	86,771	98,890	126,531	110,522	37,550	39,900	72,972	66.0%	(2,350)	(6.3%)
97	2802 Convention - Athletes	93,941	102,175	107,240	91,065	78,009	6,500	6,500	71,509	91.7%	-	0.0%
98	2825 Registration / Membership	14,841	12,411	15,933	14,346	500	500	500	-	0.0%	-	0.0%
99	2832 Awards	-	-	1,013	478	300	175	0	125	41.7%	175	100.0%
100	2835 Credentials / Elections	3,298	1,952	2,667	3,263	500	500	500	-	0.0%	-	0.0%
101	2836 Rules and Regulations	28,953	37,241	25,822	22,356	19,490	2,400	17,500	17,090	87.7%	(15,100)	(629.2%)
102	2857 Times & Recognition Committee	21,140	15,935	20,581	24,883	500	10,000	12,500	(9,500)	(1900.0%)	(2,500)	(25.0%)
103	2860 Programs & Events Committee	-	-	-	-	500	0	0	500	100.0%	-	
104	2862 Championship Evaluation Committee	542	2,045	-	750	0	0	0	-		-	
105	2887 Athletes Executive Committee	9,789	14,964	23,567	19,445	500	500	500	-	0.0%	-	0.0%
106	2866 Officials	18,673	17,540	22,462	19,269	8,498	7,998	500	500	5.9%	7,498	93.7%
Program Group Total		277,467	291,034	318,176	322,387	219,319	66,123	78,400	153,196	69.9%	(12,277)	(18.6%)
Administration & Operational Support												
107	2990 Administration & Operational Support	286,855	291,477	259,238	257,746	210,200	146,550	194,780	63,650	30.3%	(48,230)	(32.9%)
108	2999 Salary and Benefits	2,061,477	2,189,640	1,502,519	1,513,652	1,053,994	981,024	1,049,951	72,970	6.9%	(68,927)	(7.0%)
Program Group Total		2,348,332	2,481,116	1,761,757	1,771,398	1,264,194	1,127,574	1,244,731	136,620	10.8%	(117,157)	(10.4%)
TOTAL EVENTS AND MEMBER SERVICES		5,907,047	8,581,871	7,715,136	7,692,830	5,577,265	2,670,214	4,344,574	2,907,051	52.1%	(1,674,360)	(62.7%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OLYMPIC TRIALS Program:2005

Program Manager: Dean Ekeren

Program Description: Competition held every Olympic year to select the US Olympic Team

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	24	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	3,614	-	11	-	5,000	-	4,000	5,000	100.0%	(4,000)	-	
60017	PERSONAL CAR MILEAGE	809	-	-	132	-	-	-	-	-	-	-	
60020	SUPPLIES	638	-	-	-	5,000	-	4,000	5,000	100.0%	(4,000)	-	
60025	ADVERTISING	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	121	3,000	-	2,500	3,000	100.0%	(2,500)	-	
60034	CAR RENTAL	1,863	-	-	-	-	450	450	(450)	-	-	0.0%	travel related to 2024 site visits
60035	CAR RENTAL-GAS	59	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	381	192	-	-	-	-	-	-	-	
60040	AIRFARE	6,754	-	2,443	2,249	-	5,400	2,400	(5,400)	-	3,000	55.6%	
60041	GROUND TRANSPORTATION	350	-	169	277	-	-	-	-	-	-	-	
60042	LODGING	24,454	-	819	1,335	-	1,665	740	(1,665)	-	925	55.6%	
60043	PER DIEM	4,685	-	285	363	-	1,170	520	(1,170)	-	650	55.6%	
60046	LAUNDRY SERVICES	31	-	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	9,429	-	-	-	8,000	-	5,000	8,000	100.0%	(5,000)	-	
60056	PROTOCOL/GIFTS	3,120	-	-	-	8,000	-	5,000	8,000	100.0%	(5,000)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	3,155	-	-	651	-	-	-	-	-	-	-	
60061	APPAREL	3,783	-	-	-	1,000	-	1,000	1,000	100.0%	(1,000)	-	
60065	EQUIPMENT/SPACE RENTAL	0	250	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-	
60086	TRAVEL AGENCY FEES	0	-	-	39	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	6,568	-	-	250	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	7,736	-	-	3,432	10,000	-	6,020	10,000	100.0%	(6,020)	-	
60098	DUES & FEES	(14)	-	360	360	-	-	-	-	-	-	-	
62018	EVENT INSURANCE	18,575	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	95,633	250	4,468	9,401	40,000	8,685	31,630	31,315	-	(22,945)	(264.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OLYMPIC TRIALS JOINT VENTURE Program:2006
 Program Manager: Dean Ekeren
 Program Description: Holding spot for expenses paid on behalf of Joint Venture.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60041	GROUND TRANSPORTATION	0	-	-	66	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	204	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	60	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	330	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DUEL IN THE POOL Program:2010

Program Manager: Dean Ekeren

Program Description: Mutual of Omaha Duel in the Pool - USA vs Europe every odd year in December

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	46	-	-	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	-
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	-
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	-
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	-
60051	ATHLETE MEET REIMBURSEMENTS	129	-	-	-	-	-	-	-	-	-	-	-
60054	MEDAL MONEY - U S ATHLETES	0	-	-	-	-	-	-	-	-	-	-	-
60055	AWARDS	502	-	-	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	-
60058	MEDAL MONEY - FOREIGN ATHLETES	0	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	-
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	-
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-	-
60085	GRAPHICS/ART WORK	0	-	-	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	677	-	-	-	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 PAN PACIFIC CHAMPIONSHIPS Program:2015
 Program Manager: Dean Ekeren
 Program Description: Rotates between Pan Pac Nations every four years

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60041	GROUND TRANSPORTATION	0	-	72	-	-	-	-	-	-	
60043	PER DIEM	0	-	612	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	700	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	46,905	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	48,289	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 US OPEN (FRMLY WINTER NATIONAL CHAMPS) Program:2018
 Program Manager: Dean Ekeren
 Program Description: Toyota U.S. Open held each year the week after Thanksgiving.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	21	-	-	-	-	-	-	-	-	-	Event(s) operating costs.
60004	CONFERENCE CALLS	0	-	-	56	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	39	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	2	-	-	-	-	-	-	-	-	
60011	FREIGHT	697	564	352	452	1,000	-	1,000	1,000	100.0%	(1,000)	-	
60013	EXCESS BAGGAGE & TIPS	0	76	60	30	100	-	100	100	100.0%	(100)	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	36	-	863	400	500	-	500	500	100.0%	(500)	-	
60020	SUPPLIES	89	360	-	427	2,700	-	2,700	2,700	100.0%	(2,700)	-	
60033	MEALS & ENTERTAINMENT	123	910	58	615	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,248	1,337	1,201	1,098	1,500	-	600	1,500	100.0%	(600)	-	
60035	CAR RENTAL-GAS	24	25	51	29	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	10,263	20,552	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	295	-	-	-	-	-	-	-	-	
60040	AIRFARE	4,018	4,017	3,461	4,734	4,000	-	2,400	4,000	100.0%	(2,400)	-	
60041	GROUND TRANSPORTATION	319	758	753	3,969	-	-	-	-	-	-	-	
60042	LODGING	15,918	9,455	1,669	3,634	7,030	-	3,700	7,030	100.0%	(3,700)	-	
60043	PER DIEM	3,571	683	1,106	844	2,280	-	1,040	2,280	100.0%	(1,040)	-	
60044	HOSPITALITY	0	-	-	-	800	-	800	800	100.0%	(800)	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	9,128	6,742	4,150	3,802	7,426	-	7,426	7,426	100.0%	(7,426)	-	
60056	PROTOCOL/GIFTS	653	-	-	371	500	-	500	500	100.0%	(500)	-	
60059	MEET RIGHTS FEES	20,000	20,000	20,000	20,000	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	10,136	40,879	35,739	1,582	35,000	-	16,678	35,000	100.0%	(16,678)	-	
60061	APPAREL	267	225	698	-	1,000	-	1,000	1,000	100.0%	(1,000)	-	
60062	APPAREL - VIK	0	-	-	3,000	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	66	-	1,804	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	22,186	3,000	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	4,840	8,674	9,692	164,061	150,000	15,000	80,000	135,000	90.0%	(65,000)	(433.3%)	
60098	DUES & FEES	1,540	1,428	(734)	(2,000)	-	-	-	-	-	-	-	
	TOTAL EXPENSES	72,674	96,191	113,668	230,657	213,836	15,000	118,444	198,836	-	(103,444)	(689.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL CHAMPIONSHIPS/TRIALSS Program:2019

Program Manager: Dean Ekeren

Program Description: Summer Nationals will not be held in year of Olympic Trials

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	0	-	22	52	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	9	-	-	-	-	-	-	-	-	-	-
60006	OTHER COMMUNICATIONS COST	0	-	789	-	-	-	-	-	-	-	-	-
60010	POSTAGE	24	-	2	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	644	961	650	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	25	75	60	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	-	498	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	87	560	204	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	1,407	224	-	-	-	-	-	-	-	-
60021	OTHER VIK	0	10,000	-	10,000	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	319	846	1,397	516	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	456	2,538	2,354	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	400	95	153	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	28,697	77,957	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	272	-	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	5,163	8,863	6,438	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	1,215	1,459	1,528	-	-	-	-	-	-	-	-
60042	LODGING	0	31,534	5,943	12,699	-	-	-	-	-	-	-	-
60043	PER DIEM	0	2,604	4,260	4,108	-	-	-	-	-	-	-	-
60044	HOSPITALITY	0	3,768	-	10	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	0	44	107	209	-	-	-	-	-	-	-	-
60049	HONORARIA - ATHLETES	0	-	-	5,000	-	-	-	-	-	-	-	-
60055	AWARDS	4,100	4,855	5,143	6,139	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	653	900	-	1,482	-	-	-	-	-	-	-	-
60059	MEET RIGHTS FEES	0	20,000	20,000	20,000	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	203,903	76,575	46,919	-	-	-	-	-	-	-	-
60061	APPAREL	0	665	926	748	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	689,523	38,862	-	-	-	-	-	-	-	-
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	-
60071	TELEVISION/VIDEO PRODUCTION	0	-	32,420	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	280	140	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	49,024	97,441	564,576	-	-	-	-	-	-	-	-
60098	DUES & FEES	1,540	(4,072)	(10,734)	(8,000)	-	1,880	-	(1,880)	-	1,880	100.0%	-
	TOTAL EXPENSES	6,637	332,069	969,019	793,526	-	1,880	-	(1,880)	-	1,880	100.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL SWIMMING LEAGUE EVENTS Program:2022
Program Manager: Dean Ekeren
Program Description: USA Swimming operational support of the International Swimming League Events.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	-	213	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	217	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	-	423	2,000	-	-	2,000	100.0%	-	-	-
60035	CAR RENTAL-GAS	0	-	-	27	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	4,140	15,000	-	-	15,000	100.0%	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	945	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	5,578	8,000	-	-	8,000	100.0%	-	-	-
60043	PER DIEM	0	-	-	2,353	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	-	-	13,896	25,000	-	-	25,000	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
USA SWIMMING SUMMER INVITATIONAL Program:2023
Program Manager: Dean Ekeren

Program Description: Five-day summer event retitled as the USA Swimming Invitational. Offered when a Trials/Nationals is held early in the summer. This event will include Summer Junior Nationals.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	Event(s) operating costs.
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	26	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	1,769	1,029	29	-	500	-	500	500	100.0%	(500)	-	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	100	-	100	100	100.0%	(100)	-	
60015	PRINTING AND DUPLICATION	0	17,246	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	298	259	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	678	1,513	-	-	200	-	200	200	100.0%	(200)	-	
60034	CAR RENTAL	765	1,543	-	-	2,400	-	1,575	2,400	100.0%	(1,575)	-	
60035	CAR RENTAL-GAS	5	166	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	6,740	3,906	-	1,217	5,500	-	2,400	5,500	100.0%	(2,400)	-	
60041	GROUND TRANSPORTATION	921	983	-	320	-	-	-	-	-	-	-	
60042	LODGING	25,013	14,224	-	1,823	9,435	1,900	4,440	7,535	79.9%	(2,540)	(133.7%)	zeroed out except for hotel
60043	PER DIEM	1,804	1,617	-	648	3,078	-	1,820	3,078	100.0%	(1,820)	-	
60044	HOSPITALITY	0	-	-	-	800	-	-	800	100.0%	-	-	
60046	LAUNDRY SERVICES	52	58	-	-	-	-	-	-	-	-	-	
60055	AWARDS	3,094	9,397	-	-	9,000	-	7,000	9,000	100.0%	(7,000)	-	
60059	MEET RIGHTS FEES	20,000	20,000	-	-	20,000	-	20,000	20,000	100.0%	(20,000)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	7,208	1,028	-	-	35,000	-	12,000	35,000	100.0%	(12,000)	-	
60061	APPAREL	0	730	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	7,675	10,579	-	-	30,000	-	19,888	30,000	100.0%	(19,888)	-	
60098	DUES & FEES	(40)	(989)	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	76,006	83,313	29	4,008	116,013	1,900	69,923	114,113	-	(68,023)	(3580.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

PRO SWIM SERIES Program:2025

Program Manager: Dean Ekeren

Program Description: Pro Swim Series. Four to six events each year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	290	-	-	-	-	-	-	-	Event(s) operating costs.
60002	LONG DISTANCE PHONE SERVICE	0	19	-	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	0	38	46	34	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	12	10	27	81	100	100	100	-	0.0%	-	0.0%	
60005	INTERNET SERVICE	0	16	-	-	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	789	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	2	-	-	-	-	-	-	-	
60011	FREIGHT	502	359	16,372	2,663	12,000	12,000	12,000	-	0.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	125	200	230	371	500	500	500	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	34	24	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	2,200	2,452	3,109	5,064	2,000	2,000	2,000	-	0.0%	-	0.0%	
60020	SUPPLIES	32	905	237	19	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	2,998	1,707	2,234	3,446	800	800	800	-	0.0%	-	0.0%	
60034	CAR RENTAL	6,946	6,375	6,502	4,859	9,600	1,600	750	8,000	83.3%	850	53.1%	
60035	CAR RENTAL-GAS	211	246	193	277	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	41,606	20,597	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	3,472	1,311	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	13,913	8,411	17,505	18,092	21,000	9,200	9,600	11,800	56.2%	(400)	(4.3%)	
60041	GROUND TRANSPORTATION	2,086	1,789	2,868	2,243	-	-	-	-	-	-	-	
60042	LODGING	37,132	30,807	11,886	10,208	35,520	5,500	14,800	30,020	84.5%	(9,300)	(169.1%)	
60043	PER DIEM	8,943	5,667	5,070	5,818	11,628	4,500	5,200	7,128	61.3%	(700)	(15.6%)	
60044	HOSPITALITY	104	-	-	-	3,200	-	1,000	3,200	100.0%	(1,000)	-	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	27	10	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	515	-	-	1,562	-	-	-	-	-	-	-	
60059	MEET RIGHTS FEES	120,000	100,000	120,000	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	33,894	27,388	81,597	93,570	90,000	3,200	40,000	86,800	96.4%	(36,800)	#####	
60061	APPAREL	0	-	-	14,938	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	72,724	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	18,641	8,119	4,000	7,000	10,000	(3,000)	(75.0%)	(3,000)	(42.9%)	
60071	TELEVISION/VIDEO PRODUCTION	0	-	18,278	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	35	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	29	35	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	13,744	18,203	78,095	124,093	90,000	95,000	69,220	(5,000)	(5.6%)	25,780	27.1%	
60098	DUES & FEES	(1,656)	-	(734)	(1,000)	-	-	-	-	-	-	-	
62018	EVENT INSURANCE	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	241,733	204,616	428,078	389,426	280,348	141,400	165,970	138,948	-	(24,570)	(17.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONAL TEAM VS. NCAA Program:2026

Program Manager: Dean Ekeren

Program Description: USA National Team vs NCAA Conference All-Star Team held in November each year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60003	CELLULAR PHONE CHARGES	0	13	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	22	-	-	-	-	-	-	-	
60011	FREIGHT	132	370	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	95	836	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	163	209	-	-	-	-	-	-	-	
60020	SUPPLIES	613	1,868	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	191	1,200	-	-	-	-	-	-	-	
60034	CAR RENTAL	273	241	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	18	14	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	17,992	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,843	2,353	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	5,519	610	-	-	-	-	-	-	-	
60042	LODGING	5,817	3,825	-	-	-	-	-	-	-	
60043	PER DIEM	369	588	-	-	-	-	-	-	-	
60044	HOSPITALITY	11,781	-	-	-	-	-	-	-	-	
60055	AWARDS	84	88	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	2,622	3,900	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	93,848	32,009	-	-	-	-	-	-	-	
60061	APPAREL	69	1,393	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	9,015	19,874	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	42	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	59,004	96,275	-	-	-	-	-	-	-	
60098	DUES & FEES	(40,000)	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	169,488	165,688	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SPEEDO SECTIONALS Program:2027
 Program Manager: Dean Ekeren
 Program Description: 21 Speedo Sectional Events per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	7	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60059	MEET RIGHTS FEES	190,000	210,000	220,000	220,000	220,000	100,000	123,200	120,000	54.5%	(23,200)	(23.2%)	Reduced stipend by ~40% (down \$4,000/event).
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	190,000	210,000	220,007	220,000	220,000	100,000	123,200	120,000	-	(23,200)	(23.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

IMXTREME GAMES Program:2028

Program Manager: Dean Ekeren

Program Description: Six special events each year overseen by the Age Group Development Committee designed to promote greater participation in the IM Xtreme program.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	15	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60059	MEET RIGHTS FEES	16,000	8,000	8,000	8,000	24,000	4,000	-	20,000	83.3%	4,000	100.0%	
	TOTAL EXPENSES	16,015	8,000	8,000	8,000	24,000	4,000	-	20,000	-	4,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE CHAMPIONSHIPS Program:2029

Program Manager: Dean Ekeren

Program Description: Age Group, Senior and Open Water Zone Championships held each year

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	1	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	395	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	655	-	-	-	-	-	-	-	-	
60059	MEET RIGHTS FEES	85,000	100,000	90,000	100,000	100,000	12,500	56,000	87,500	87.5%	(43,500)	(348.0%)	Reduced rights fees for 2021.
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	85,000	100,395	90,657	100,000	100,000	12,500	56,000	87,500	-	(43,500)	(348.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

FUTURES CHAMPIONSHIPS Program:2035

Program Manager: Dean Ekeren

Program Description: Four 3 1/2 day events held across the country during the week of the Speedo Junior National Championships (summer only).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	11	9	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	1	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	57	750	-	-	750	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	0	25	150	210	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	2,418	1,670	2,251	1,478	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	1,000	-	-	1,000	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	2,473	2,480	2,194	1,956	-	-	-	-	-	-	-	
60034	CAR RENTAL	3,743	2,874	3,944	2,285	6,000	-	-	6,000	100.0%	-	-	
60035	CAR RENTAL-GAS	104	80	125	633	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	11,698	9,811	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	4,774	1,686	-	-	-	-	-	-	-	
60040	AIRFARE	5,093	5,585	2,026	4,416	12,000	-	-	12,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	723	538	365	560	-	-	-	-	-	-	-	
60042	LODGING	12,449	15,682	181	-	19,240	-	-	19,240	100.0%	-	-	
60043	PER DIEM	1,876	1,655	714	1,370	6,384	-	-	6,384	100.0%	-	-	
60044	HOSPITALITY	0	-	-	-	3,200	-	-	3,200	100.0%	-	-	
60055	AWARDS	17,888	17,808	17,681	22,585	20,000	-	-	20,000	100.0%	-	-	
60059	MEET RIGHTS FEES	60,000	60,000	60,000	60,000	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	12,570	15,803	11,990	14,604	20,000	-	-	20,000	100.0%	-	-	
60061	APPAREL	0	-	-	-	2,000	-	-	2,000	100.0%	-	-	
	TOTAL EXPENSES	119,337	124,200	118,104	121,662	90,574	-	-	90,574	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JR. PAN PACIFIC CHAMPIONSHIPS Program:2040
Program Manager: Dean Ekeren

Program Description: Junior Pan Pacific Championships held every even year in August. Competitors include the National Jr Teams from the US, Australia, Canada, Japan, and several other non-European companies

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	8,337	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	(0)	-	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	-
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	-
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	25,000	-	25,000	-	25,000	-	-	25,000	100.0%	-	-	-
	TOTAL EXPENSES	25,000	8,337	25,000	-	25,000	-	-	25,000	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JR. NAT'L CHAMPIONSHIPS (SUMMER LC) Program:2045
Program Manager: Dean Ekeren

Program Description: Summer Junior Championship, held in same location as Summer Nationals.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	10	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	-	1	-	-	-	-	-	-	-	-
60011	FREIGHT	898	735	1,197	64	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	35	25	75	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	17,246	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	104	45	152	88	-	-	-	-	-	-	-	-
60020	SUPPLIES	51	22	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	535	1,149	1,161	368	-	-	-	-	-	-	-	-
60034	CAR RENTAL	1,194	1,303	2,803	1,565	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	60	36	97	35	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	17,745	16,811	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	568	-	-	-	-	-	-	-	-	-
60040	AIRFARE	825	4,251	3,116	2,509	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	1,062	903	617	436	-	-	-	-	-	-	-	-
60042	LODGING	7,520	11,275	986	-	-	-	-	-	-	-	-	-
60043	PER DIEM	2,183	2,225	1,054	609	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	73	29	-	-	-	-	-	-	-	-	-	-
60055	AWARDS	5,747	2,187	5,862	5,881	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	257	-	-	-	-	-	-	-	-	-	-
60059	MEET RIGHTS FEES	20,000	20,000	20,000	20,000	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	7,208	1,118	1,342	18,907	-	-	-	-	-	-	-	-
60061	APPAREL	0	279	926	399	-	-	-	-	-	-	-	-
60062	APPAREL - VIK	0	-	-	3,320	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	70,000	14,868	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	3,675	11,053	14,421	56,051	-	-	-	-	-	-	-	-
60098	DUES & FEES	1,540	-	1,266	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	52,709	74,147	143,387	141,912	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WINTER JUNIOR CHAMPIONSHIPS EAST/WEST Program:2050
Program Manager: Dean Ekeren

Program Description: Two Junior Championship held the second weekend after Thanksgiving.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	15	-	-	-	-	-	-	-	-	-	Event(s) operating costs.
60004	CONFERENCE CALLS	0	-	23	29	50	-	50	50	100.0%	(50)	-	
60005	INTERNET SERVICE	16	13	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	233	491	913	62	600	-	600	600	100.0%	(600)	-	
60013	EXCESS BAGGAGE & TIPS	50	100	60	-	100	-	100	100	100.0%	(100)	-	
60015	PRINTING AND DUPLICATION	0	440	-	3	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	965	1,248	407	962	500	-	500	500	100.0%	(500)	-	
60020	SUPPLIES	0	18	181	284	200	-	200	200	100.0%	(200)	-	
60033	MEALS & ENTERTAINMENT	1,460	1,375	2,266	548	500	-	500	500	100.0%	(500)	-	
60034	CAR RENTAL	2,803	2,027	3,476	2,007	1,800	-	1,500	1,800	100.0%	(1,500)	-	
60035	CAR RENTAL-GAS	22	55	310	60	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	8,742	9,612	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	419	-	-	-	-	-	-	-	
60040	AIRFARE	4,914	5,579	3,052	2,081	7,500	-	3,600	7,500	100.0%	(3,600)	-	
60041	GROUND TRANSPORTATION	757	863	522	273	-	-	-	-	-	-	-	
60042	LODGING	8,818	10,914	1,428	1,213	7,955	-	4,440	7,955	100.0%	(4,440)	-	
60043	PER DIEM	1,488	1,451	1,753	1,974	2,451	-	1,170	2,451	100.0%	(1,170)	-	
60044	HOSPITALITY	0	-	-	-	1,600	-	500	1,600	100.0%	(500)	-	
60055	AWARDS	10,583	12,151	11,918	12,698	15,000	-	7,000	15,000	100.0%	(7,000)	-	
60059	MEET RIGHTS FEES	40,000	40,000	40,000	40,000	40,000	-	40,000	40,000	100.0%	(40,000)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	10,320	43,921	25,101	7,496	40,000	-	10,000	40,000	100.0%	(10,000)	-	
60061	APPAREL	0	360	696	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	7,998	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	2,554	30,740	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	5,608	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	7,000	27,940	10,737	3,600	20,000	10,000	17,781	10,000	50.0%	(7,781)	(77.8%)	
60098	DUES & FEES	1,540	(1,000)	(4,000)	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	90,968	147,960	110,138	127,665	138,256	10,000	87,941	128,256	-	(77,941)	(779.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 FINA JR WORLD CHAMPIONSHIPS Program:2055
 Program Manager: Mike Unger/Dean Ekeren
 Program Description: FINA Jr. World Championships.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	729	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	22	104	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	3	5	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	32	5,770	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	50	280	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	1,540	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	211	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	4,262	-	-	-	-	-	-	-	-	-	
60021	OTHER VIK	0	7,000	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	11,393	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	728	-	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	29,901	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	14,022	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	301	84,015	-	-	-	-	-	-	-	-	-	
60042	LODGING	403	193,006	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	192	18,511	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	67,086	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	169	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	5,000	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	11,625	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	33,481	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	9,580	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	1,310	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	99,909	-	-	-	-	-	-	-	-	-	
60067	EVENT - VENUE	0	301,845	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	189,636	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	172	-	-	-	-	-	-	-	-	-	
60096	INSURANCE	0	11,090	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	122,976	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	35,000	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	1,002	1,260,358	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER CHAMPIONSHIPS Program:2069
 Program Manager: Dean Ekeren
 Program Description: Open Water Championships held each Spring

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast	
									\$	%	\$	%
SECTION 2:												
	EXPENSES:											
60004	CONFERENCE CALLS	0	66	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	5	-	-	-	-	-	-	-	-	-
60011	FREIGHT	598	434	284	404	500	500	500	-	0.0%	-	0.0%
60013	EXCESS BAGGAGE & TIPS	0	120	-	60	100	-	100	100	100.0%	(100)	-
60015	PRINTING AND DUPLICATION	0	-	145	32	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	606	-	124	824	-	-	-	-	-	-	-
60020	SUPPLIES	11	407	783	88	1,000	500	1,000	500	50.0%	(500)	(100.0%)
60033	MEALS & ENTERTAINMENT	0	427	-	692	200	-	200	200	100.0%	(200)	-
60034	CAR RENTAL	432	1,155	305	808	1,650	500	750	1,150	69.7%	(250)	(50.0%)
60035	CAR RENTAL-GAS	5	169	-	159	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	2,793	3,447	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	-	341	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	3,756	2,740	3,430	2,249	5,000	500	2,400	4,500	90.0%	(1,900)	(380.0%)
60041	GROUND TRANSPORTATION	139	413	399	696	-	-	-	-	-	-	-
60042	LODGING	2,919	4,942	2,116	2,179	7,030	500	3,700	6,530	92.9%	(3,200)	(640.0%)
60043	PER DIEM	559	887	1,364	1,300	2,337	500	1,560	1,837	78.6%	(1,060)	(212.0%)
60044	HOSPITALITY	0	-	-	-	800	-	800	800	100.0%	(800)	-
60046	LAUNDRY SERVICES	0	-	-	39	-	-	-	-	-	-	-
60055	AWARDS	3,802	1,426	3,545	4,684	2,500	2,500	2,500	-	0.0%	-	0.0%
60059	MEET RIGHTS FEES	15,000	20,000	25,000	30,000	25,000	5,000	10,000	20,000	80.0%	(5,000)	(100.0%)
60060	GEAR/EQUIPMENT/SIGNAGE	6,070	46,058	7,447	11,176	20,000	-	13,000	20,000	100.0%	(13,000)	-
60061	APPAREL	0	313	-	614	1,000	-	1,000	1,000	100.0%	(1,000)	-
60062	APPAREL - VIK	0	-	-	2,640	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	13,578	-	-	7,200	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	2,831	65	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	32,923	12,479	23,050	32,360	35,000	-	22,088	35,000	100.0%	(22,088)	-
60098	DUES & FEES	0	-	3,900	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	80,398	92,042	77,516	102,056	102,117	10,500	59,598	91,617	-	(49,098)	(467.6%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 FINA CHAMPIONSHIP SERIES Program:2072
 Program Manager: Dean Ekeren
 Program Description: N/A in 2020 Quad - Placeholder for potential future use.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	(0)	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	(0)	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	0	-	-	-	-	-	-	-	
60025	ADVERTISING	0	-	-	(0)	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	0	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	(0)	-	-	-	-	-	-	-	
TOTAL EXPENSES		0	-	-	(0)	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 BAG TAGS VIK Program:2076
 Program Manager: Dean Ekeren
 Program Description: Credential VIK for all championships

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	58	2,175	175	(0)	-	-	-	-	-	-	-	
60021	OTHER VIK	15,000	15,000	15,000	15,000	10,000	50	10,000	9,950	99.5%	(9,950)	(19900.0%)	
60060	GEAR/EQUIPMENT/SIGNAGE	84	-	1,452	0	-	-	-	-	-	-	-	
	TOTAL EXPENSES	15,142	17,175	16,627	15,000	10,000	50	10,000	9,950	-	(9,950)	(19900.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL EVENTS UNIFORMING (VIK) Program:2077
 Program Manager: Dean Ekeren
 Program Description: VIK uniforming at national meets.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60061	APPAREL	0	-	447	1,320	-	-	-	-	-	-	-	
60062	APPAREL - VIK	42,038	31,500	47,551	13,500	40,000	10,000	40,000	30,000	75.0%	(30,000)	(300.0%)	
	TOTAL EXPENSES	42,038	31,500	47,998	14,820	40,000	10,000	40,000	30,000	-	(30,000)	(300.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 CLUB MARKETING & EVENT MANAGEMENT SYMPOSIUM Program:2092
 Program Manager: Dean Ekeren
 Program Description: Annual Event Management Symposium (as needed)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OMEGA TIMING SYSTEMS VIK Program:2716
 Program Manager: Dean Ekeren
 Program Description: Timing equipment and services

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	434	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	2,653	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	125	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	554	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	22,164	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	10,920	-	-	-	-	-	-	-	-	-	
60073	TIMING SYSTEM - VIK	400,000	400,000	400,000	400,000	400,000	100,000	400,000	300,000	75.0%	(300,000)	(300.0%)	Agrees with related revenue recognized.
60097	OTHER PROFESSIONAL SERVICES	2,500	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	402,500	436,850	400,000	400,000	400,000	100,000	400,000	300,000	-	(300,000)	(300.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MEMBER DUES AND SERVICES Program:2411

Program Manager: Denise Thomas

Program Description: Expenses related to registration - printing, artwork and shipping of the annual demographics report; travel costs to support training for new LSC registrars, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	10	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	-	8	-	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	377	379	784	347	400	400	-	-	0.0%	400	100.0%	
60010	POSTAGE	1,074	1,037	1,076	1,236	200	200	-	-	0.0%	200	100.0%	
60011	FREIGHT	214	314	134	70	500	500	-	-	0.0%	500	100.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	-	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	11,537	2,851	3,959	3,428	200	200	-	-	0.0%	200	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	122	161	387	200	200	100	-	0.0%	100	50.0%	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	2,014	-	492	662	500	500	200	-	0.0%	300	60.0%	
60033	MEALS & ENTERTAINMENT	418	145	125	238	300	300	200	-	0.0%	100	33.3%	
60034	CAR RENTAL	0	-	209	-	300	300	150	-	0.0%	150	50.0%	
60036	OTHER LODGING	0	-	-	127	-	-	-	-	-	-	-	
60040	AIRFARE	0	1,032	-	504	2,000	2,000	600	-	0.0%	1,400	70.0%	
60041	GROUND TRANSPORTATION	0	138	22	56	100	100	100	-	0.0%	-	0.0%	
60042	LODGING	0	501	268	1,121	1,480	1,480	740	-	0.0%	740	50.0%	
60043	PER DIEM	0	307	148	358	456	456	260	-	0.0%	196	43.0%	
60056	PROTOCOL/GIFTS	3,125	-	476	1,050	1,000	1,000	1,000	-	0.0%	-	0.0%	
60061	APPAREL	0	-	-	-	500	500	500	-	0.0%	-	0.0%	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	70	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	925	-	1,325	1,000	1,000	2,650	-	0.0%	(1,650)	(165.0%)	Assumes current 2021 membership & probable increased partnership with Team Unify (TU). Assumes TU will continue to transact/account for the processing fees on all LSCs and the Clubs that they are associated with (~80% membership).
60087	CREDIT CARD FEES	0	91	69	153	-	-	250,000	-	-	(250,000)	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	(50)	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	18,759	7,841	8,010	11,073	9,136	9,136	256,500	-	-	(247,364)	(2707.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 TECHNOLOGY PROJECTS Program:2412
 Program Manager: Mike Unger
 Program Description: Support for various IT projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60090	DEPRECIATION & AMORTIZATION	7,486	563	-	-	-	-	-	-		-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	25,000	-	25,000	-	-	25,000	100.0%	-	-	
	TOTAL EXPENSES	7,486	563	25,000	-	25,000	-	-	25,000	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SWIMS 2.0 Program:2418

Program Manager: Patrick Murphy

Program Description: SWIMS Technology Upgrades and depreciation on those capital projects.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments	
SECTION 2:														
60090	EXPENSES:													
	DEPRECIATION & AMORTIZATION	69,768	62,357	111,939	169,508	189,500	189,500	200,000	-	0.0%	(10,500)	(5.5%)		
	TOTAL EXPENSES	69,768	62,357	111,939	169,508	189,500	189,500	200,000	-	-	(10,500)	(5.5%)		

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MEMBERSHIP DIRECTORY Program:2421

Program Manager: Denise Thomas

Program Description: Printing of annual membership directory listing LSC boards and national committees.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	5,406	1,073	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-		-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	4,019	4,520		-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	9,426	5,593	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

RULEBOOK Program:2423

Program Manager: Denise Thomas

Program Description: Printing and distribution of the annual rulebook, a non-athlete membership benefit.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	200	200	-	-	0.0%	200	100.0%	Postage to send out approx. 500 copies from office Shipping cost to office and to send to SwimOutlet Expect to print around 3,500 rulebooks and 3,500 mini-rulebooks
60010	POSTAGE	31,830	47,546	49,027	35,747	27,000	27,000	1,000	-	0.0%	26,000	96.3%	
60011	FREIGHT	(152)	574	1,468	640	600	600	600	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	50,519	52,343	62,905	52,203	59,000	59,000	9,600	-	0.0%	49,400	83.7%	
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	120	-	286	10,975	22,000	22,000	-	-	0.0%	22,000	100.0%	
	TOTAL EXPENSES	82,317	100,463	113,685	99,565	108,800	108,800	11,200	-	-	97,600	89.7%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ATHLETE LEADERSHIP SUMMIT Program:2430

Program Manager: Morgan Weinberg

Program Description: Funding for the national summit is based on getting approval from the USOPC to conduct it at the Olympic Training Center.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
60100	EXPENSES:												Budgeting expansion of the grant program.
	GRANTS	0	-	-	-	30,000	30,000	18,000	-	0.0%	12,000	40.0%	
	TOTAL EXPENSES	0	-	-	-	30,000	30,000	18,000	-	-	12,000	40.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SWIMPOSIUM Program:2431

Program Manager: Jane Grosser

Program Description: Educational clinics in LSCs for officials, coaches, clubs, parents and athletes. Six to 12 annually.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	13	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	23	-	-	-	-	-	-	-	-	
60011	FREIGHT	274	674	317	485	450	450	450	-	0.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	225	190	180	60	200	-	-	200	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	448	320	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	397	399	626	176	500	500	500	-	0.0%	-	0.0%	
60020	SUPPLIES	33	1,238	-	34	1,500	500	500	1,000	66.7%	-	0.0%	
60033	MEALS & ENTERTAINMENT	308	439	143	220	500	350	-	150	30.0%	350	100.0%	
60034	CAR RENTAL	2,355	1,546	2,017	1,251	3,000	-	-	3,000	100.0%	-	-	
60035	CAR RENTAL-GAS	493	213	72	86	150	150	500	-	0.0%	(350)	(233.3%)	
60036	OTHER LODGING	0	-	3,786	3,959	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	601	1,931	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	18,183	18,436	12,765	10,529	16,000	3,500	1,800	12,500	78.1%	1,700	48.6%	
60041	GROUND TRANSPORTATION	976	1,065	998	509	1,000	-	-	1,000	100.0%	-	-	
60042	LODGING	11,232	10,101	1,964	1,428	11,840	1,590	1,110	10,250	86.6%	480	30.2%	
60043	PER DIEM	4,664	4,570	2,874	1,896	3,648	1,200	900	2,448	67.1%	300	25.0%	
60046	LAUNDRY SERVICES	2	-	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	36,000	41,000	3,500	7,000	28,000	14,000	21,000	14,000	50.0%	(7,000)	(50.0%)	Budgeting 6 Swimposiums in 2021.
60050	HONORARIA	25,000	21,000	19,000	19,500	28,800	10,500	25,640	18,300	63.5%	(15,140)	(144.2%)	
60056	PROTOCOL/GIFTS	381	240	1,188	-	600	600	600	-	0.0%	-	0.0%	
60061	APPAREL	65	-	-	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	(1,000)	-	33,926	33,788	-	-	-	-	-	-	-	
60098	DUES & FEES	(1,000)	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	98,589	101,113	84,427	83,184	96,188	33,340	53,000	62,848	-	(19,660)	(59.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE WORKSHOPS Program:2432

Program Manager: Jane Grosser

Program Description: Zone workshops for LSC General Chairs, Admin Vice Chairs, Safe Sport Chairs, Officials, D&I Chairs, LSC staff. LSCs are responsible for all travel costs; USA Swimming provides two nights' housing

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60006	OTHER COMMUNICATIONS COST	0	-	-	306	-	-	-	-	-	-	-	
60010	POSTAGE	0	31	3	-	-	-	1,000	-	-	(1,000)	-	
60011	FREIGHT	11	330	66	199	300	-	-	300	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	0	350	104	210	400	-	-	400	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	750	-	(750)	-	750	100.0%	
60017	PERSONAL CAR MILEAGE	0	1,478	676	1,602	800	-	-	800	100.0%	-	-	
60020	SUPPLIES	418	184	121	738	508	-	-	508	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	758	-	107	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	1,820	640	-	-	-	9,000	-	-	(9,000)	-	
60035	CAR RENTAL-GAS	0	66	48	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	46,117	104,751	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	311	389	-	-	-	-	-	-	-	
60040	AIRFARE	2,436	16,168	5,313	9,706	8,500	-	18,000	8,500	100.0%	(18,000)	-	
60041	GROUND TRANSPORTATION	43	1,216	885	689	300	-	-	300	100.0%	-	-	
60042	LODGING	16,653	99,270	9,392	6,136	117,290	-	111,000	117,290	100.0%	(111,000)	-	
60043	PER DIEM	0	24,816	18,783	22,290	13,938	-	39,000	13,938	100.0%	(39,000)	-	
60044	HOSPITALITY	26,876	49,061	38,860	82,357	45,000	-	-	45,000	100.0%	-	-	
60050	HONORARIA	0	-	6,015	-	4,500	-	20,000	4,500	100.0%	(20,000)	-	SME and Keynote outside staff.
60056	PROTOCOL/GIFTS	2,022	1,541	1,670	2,001	5,000	-	10,000	5,000	100.0%	(10,000)	-	
60065	EQUIPMENT/SPACE RENTAL	3,334	11,011	10,048	30,930	5,500	-	-	5,500	100.0%	-	-	
60087	CREDIT CARD FEES	221	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	1,833	1,500	456	6,190	-	-	21,000	-	-	(21,000)	-	
60098	DUES & FEES	0	2	-	-	-	500	-	(500)	-	500	100.0%	
TOTAL EXPENSES		53,847	209,601	139,508	268,601	202,036	1,250	229,000	200,786	-	(227,750)	(18220.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ON-LINE REGISTRATION Program:2434

Program Manager: Mike Unger

Program Description: Support for development of working with third-party vendors (Team Unify, Active, Swim Connection, etc.) to improve USA Swimming's capability of accepting on-line membership registration by those third party vendors. Additionally, the budget will help support the creation and maintenance of a membership data validation service and a times validation service for work with those third parties.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	118	249	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	6,296	37,777	96,358	106,500	106,500	140,000	-	0.0%	(33,500)	(31.5%)	Technology projects.
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	6,415	38,026	96,358	106,500	106,500	140,000	-	-	(33,500)	(31.5%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

AWARDS Program:2498

Program Manager: Mike Unger/Dean Ekeren

Program Description: Budget for award programs such as Swimmer of the Year, USA Swimming Award, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	420	356	77	299	350	150	-	200	57.1%	150	100.0%	
60011	FREIGHT	972	900	1,260	1,174	1,200	1,200	-	-	0.0%	1,200	100.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	-	30	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	272	310	-	-	400	400	-	-	0.0%	400	100.0%	
60017	PERSONAL CAR MILEAGE	0	-	92	-	-	-	-	-	-	-	-	
60020	SUPPLIES	28	31	-	-	100	100	-	-	0.0%	100	100.0%	
60033	MEALS & ENTERTAINMENT	0	-	224	233	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	500	684	-	-	-	-	-	-	-	
60040	AIRFARE	1,112	100	2,958	2,788	2,000	-	-	2,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	20	-	113	201	-	-	-	-	-	-	-	
60042	LODGING	316	160	-	-	740	-	-	740	100.0%	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	5,650	8,081	16,291	12,714	7,500	4,000	5,000	3,500	46.7%	(1,000)	(25.0%)	
60056	PROTOCOL/GIFTS	0	-	-	82	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	590	-	-	-	-	-	-	-	-	-	-	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	65	-	-	-	-	-	-	-	
	TOTAL EXPENSES	9,380	9,939	21,516	18,270	12,290	5,850	5,000	6,440	-	850	14.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS TRAINING SESSIONS Program:2433

Program Manager: Dean Ekeren/Macie McNichols

Program Description: Educational seminars for officials. The programs offered in odd years are one Referee Workshop and one LSC Officials Chairs Workshop. In even years, the Officials Chairs Workshop is replaced by an Open Water Officials Workshop.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	132	30	-	-	30	100.0%	-	-	
60005	INTERNET SERVICE	0	-	-	-	200	-	-	200	100.0%	-	-	
60010	POSTAGE	5	2	75	-	50	-	-	50	100.0%	-	-	
60011	FREIGHT	702	374	90	368	200	-	-	200	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	50	-	30	60	150	-	-	150	100.0%	-	-	
60015	PRINTING AND DUPLICATION	177	-	252	-	200	-	-	200	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	153	152	222	251	350	-	-	350	100.0%	-	-	
60020	SUPPLIES	1,648	2,834	-	694	3,000	-	-	3,000	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	(1,140)	-	-	500	-	-	500	100.0%	-	-	
60034	CAR RENTAL	1,796	395	151	406	1,050	-	1,350	1,050	100.0%	(1,350)	-	OW Workshop usually requires van rentals to get to site of event.
60035	CAR RENTAL-GAS	18	80	3	42	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	48,065	37,043	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	367	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,505	9,943	3,585	9,115	6,500	-	3,600	6,500	100.0%	(3,600)	-	
60041	GROUND TRANSPORTATION	195	8,351	1,190	453	800	-	-	800	100.0%	-	-	
60042	LODGING	24,539	48,804	(719)	(656)	25,900	-	12,210	25,900	100.0%	(12,210)	-	will request attendees to share rooms
60043	PER DIEM	17,930	18,695	15,302	13,021	15,675	-	5,720	15,675	100.0%	(5,720)	-	
60044	HOSPITALITY	21,057	27,614	15,600	26,042	27,000	-	10,000	27,000	100.0%	(10,000)	-	
60050	HONORARIA	0	-	-	-	-	-	4,000	-	-	(4,000)	-	
60056	PROTOCOL/GIFTS	897	2,899	3,676	3,438	2,500	-	5,000	2,500	100.0%	(5,000)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	2,271	-	-	-	-	-	-	-	-	-	
60061	APPAREL	38	705	-	2,599	750	-	-	750	100.0%	-	-	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	2,154	4,668	1,924	2,215	4,000	1,000	11,070	3,000	75.0%	(10,070)	(1007.0%)	
60087	CREDIT CARD FEES	395	-	20	9	200	-	-	200	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	660	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	3	-	(960)	-	-	-	-	-	-	-	
TOTAL EXPENSES		74,258	127,311	89,834	94,272	89,055	1,000	52,950	88,055	-	(51,950)	(5195.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS ON-LINE TESTING Program:2437
Program Manager: Dean Ekeren/Macie McNichols
Program Description: Enhancements to the Officials' Online Testing Program.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	-	100	-	-	100	100.0%	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	1,000	-	825	1,000	100.0%	(825)	-	
	TOTAL EXPENSES	0	-	-	-	1,100	-	825	1,100	-	(825)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS CERTIFICATION PROGRAM Program:2438
Program Manager: Dean Ekeren/Macie McNichols
Program Description: Enhancements to the Officials Tracking System. Specific upgrades determined by Officials' Committee on annual basis.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	200	-	-	200	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	2,564	21,000	-	5,000	-	3,900	5,000	100.0%	(3,900)	-	
	TOTAL EXPENSES	0	2,564	21,000	-	5,200	-	3,900	5,200	-	(3,900)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS VIDEO Program:2439
Program Manager: Dean Ekeren
Program Description: Funding for technology updates as needed.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	6,000	-	-	(6,000)	-	New starters video in 2021 (FINA request).
	TOTAL EXPENSES	0	-	-	-	-	-	6,000	-	-	(6,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS CLINIC Program:2440

Program Manager: Dean Ekeren/Macie McNichols

Program Description: Regional Open Water Officials Clinics & Evaluator/Mentor Training Clinics.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	1	-	30	-	-	30	100.0%	-	-	
60011	FREIGHT	179	-	157	-	300	-	-	300	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	25	-	150	-	-	150	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	540	-	500	-	-	500	100.0%	-	-	
60017	PERSONAL CAR MILEAGE	6	-	-	-	50	-	-	50	100.0%	-	-	
60020	SUPPLIES	0	-	18	-	50	-	-	50	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	31	-	-	-	50	-	-	50	100.0%	-	-	
60034	CAR RENTAL	99	-	-	-	150	-	900	150	100.0%	(900)	-	
60036	OTHER LODGING	0	-	22,042	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,478	841	2,878	217	2,500	-	3,000	2,500	100.0%	(3,000)	-	
60041	GROUND TRANSPORTATION	135	41	348	-	1,200	-	-	1,200	100.0%	-	-	
60042	LODGING	14,973	163	497	(101)	12,950	250	5,550	12,700	98.1%	(5,300)	(2120.0%)	will request attendees to share rooms
60043	PER DIEM	11,784	-	6,841	-	7,980	-	975	7,980	100.0%	(975)	-	
60044	HOSPITALITY	16,282	-	23,523	-	15,000	-	6,000	15,000	100.0%	(6,000)	-	
60050	HONORARIA	0	-	1,100	-	2,000	-	3,000	2,000	100.0%	(3,000)	-	
60056	PROTOCOL/GIFTS	974	-	1,384	-	2,000	-	2,000	2,000	100.0%	(2,000)	-	
60065	EQUIPMENT/SPACE RENTAL	4,355	-	5,126	584	4,000	-	8,463	4,000	100.0%	(8,463)	-	
60087	CREDIT CARD FEES	56	-	-	-	50	-	-	50	100.0%	-	-	
	TOTAL EXPENSES	51,355	1,045	64,479	699	48,960	250	29,888	48,710	-	(29,638)	(11855.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS INTERNATIONAL TRAVEL Program:2441
Program Manager: Dean Ekeren/Macie McNichols

Program Description: International travel for USA Swimming officials assigned to work at international swimming competitions. FINA usually picks up a portion of our expenses for officials traveling to international FINA

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	14	17	-	25	20	-	-	20	100.0%	-	-	
60011	FREIGHT	159	177	216	263	500	-	-	500	100.0%	-	-	
60017	PERSONAL CAR MILEAGE	0	146	69	924	300	-	-	300	100.0%	-	-	
60020	SUPPLIES	5	480	911	-	350	-	-	350	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	-	314	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,234	3,761	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	729	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,748	5,814	13,589	9,837	9,900	-	3,000	9,900	100.0%	(3,000)	-	Intl airfare is much more than rate calculated in formula
60041	GROUND TRANSPORTATION	34	131	128	170	300	-	-	300	100.0%	-	-	
60042	LODGING	165	526	394	-	5,550	-	5,550	5,550	100.0%	(5,550)	-	FINA does not cover lodging for Clinics.
60043	PER DIEM	0	470	2,126	1,230	1,197	-	3,120	1,197	100.0%	(3,120)	-	Actual cost is more for Intl hotel
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	For days/travel not covered by FINA
60055	AWARDS	0	-	-	-	100	-	-	100	100.0%	-	-	
60056	PROTOCOL/GIFTS	1,366	1,499	-	1,869	3,000	-	930	3,000	100.0%	(930)	-	
60061	APPAREL	354	1,505	-	1,582	2,000	-	-	2,000	100.0%	-	-	
60062	APPAREL - VIK	0	-	869	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	570	-	-	-	-	-	-	-	-	
60098	DUES & FEES	467	39	289	215	250	-	-	250	100.0%	-	-	
	TOTAL EXPENSES	4,312	10,803	22,439	19,876	23,467	-	12,600	23,467	-	(12,600)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS UNIFORMING (VIK) Program:2442
Program Manager: Dean Ekeren/Macie McNichols
Program Description: VIK uniforming for officials at national meets. Moved to Events Dept in 2014.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
60062	EXPENSES:												
	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OFFICIALS MENTORING & TRAINING Program:2450
Program Manager: Dean Ekeren/Macie McNichols

Program Description: Expenses for sending N3 evaluators and open water mentors to meets as requested or needed by LSCs. 4 quarterly conference calls for LSC Officials Chairs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	474	428	544	324	500	-	-	500	100.0%	-	-	
60010	POSTAGE	2	43	2	14	50	-	-	50	100.0%	-	-	
60011	FREIGHT	11	26	65	-	100	-	-	100	100.0%	-	-	
60015	PRINTING AND DUPLICATION	571	-	-	-	100	-	-	100	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	184	-	139	-	300	-	-	300	100.0%	-	-	
60020	SUPPLIES	0	-	53	104	50	-	1,000	50	100.0%	(1,000)	-	
60033	MEALS & ENTERTAINMENT	0	-	-	40	-	-	-	-	-	-	-	
60040	AIRFARE	627	5	-	294	1,000	-	-	1,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	0	-	18	-	200	-	-	200	100.0%	-	-	
60042	LODGING	445	-	-	-	740	500	-	240	32.4%	500	100.0%	
60043	PER DIEM	0	-	-	-	228	-	-	228	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	211	-	400	-	500	400	100.0%	(500)	-	
60061	APPAREL	0	-	135	-	200	-	-	200	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	276	-	-	-	200	-	-	200	100.0%	-	-	
	TOTAL EXPENSES	2,591	502	1,167	778	4,068	500	1,500	3,568	-	(1,000)	(200.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PUBLICATIONS AND VIDEO SALES Program:2501
Program Manager: Mike Unger
Program Description: Expenses for producing publications for sale.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	16	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	6,837	2,850	2,774	2,669	5,000	5,000	5,000	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	37,683	20,776	19,770	25,265	25,000	25,000	19,000	-	0.0%	6,000	24.0%	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	617	39	240	30	-	-	-	-	-	-	-	
68006	CONSIGNMENT EXPENSE	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	45,153	23,665	22,784	27,964	30,000	30,000	24,000	-	-	6,000	20.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MAILING SERVICE Program:2502

Program Manager: Denise Thomas/Mike Unger

Program Description: The mailing service program provides revenue to USA Swimming through the sale of the non-athlete membership mailing lists. This budget reflects credit card fees (4% per order) charged to USA Swimming. Mailings to athletes have been discontinued. Vendors who previously bought athlete labels will purchase club or non-athlete labels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	483	280	158	123	500	500	200	-	0.0%	300	60.0%	
	TOTAL EXPENSES	483	280	158	123	500	500	200	-	-	300	60.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TRIALS HOSPITALITY Program:2505

Program Manager: Mike Unger

Program Description: Awards Luncheon and USA Swimming Party at Olympic Trials

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	14	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	221	-	-	-	100	-	50	100	100.0%	(50)	-	
60013	EXCESS BAGGAGE & TIPS	35	-	-	-	150	-	75	150	100.0%	(75)	-	
60015	PRINTING AND DUPLICATION	568	-	-	-	500	-	250	500	100.0%	(250)	-	
60017	PERSONAL CAR MILEAGE	336	-	-	-	300	8	150	292	97.3%	(142)	(1775.0%)	
60020	SUPPLIES	2,970	-	-	-	3,500	-	1,750	3,500	100.0%	(1,750)	-	
60033	MEALS & ENTERTAINMENT	29	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	155	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	65	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,216	-	-	-	2,000	308	1,000	1,692	84.6%	(692)	(224.7%)	
60041	GROUND TRANSPORTATION	214	-	-	-	300	10	150	290	96.7%	(140)	(1400.0%)	
60042	LODGING	4,061	-	-	-	5,365	170	1,850	5,195	96.8%	(1,680)	(988.2%)	
60043	PER DIEM	949	-	-	-	1,653	65	650	1,588	96.1%	(585)	(900.0%)	
60044	HOSPITALITY	39,378	-	-	-	20,000	-	10,000	20,000	100.0%	(10,000)	-	
60056	PROTOCOL/GIFTS	2,431	-	-	-	3,000	-	-	3,000	100.0%	-	-	
60061	APPAREL	114	-	-	-	400	-	200	400	100.0%	(200)	-	
60065	EQUIPMENT/SPACE RENTAL	3,146	-	-	-	3,500	-	-	3,500	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	1,175	-	-	(1,175)	-	
	TOTAL EXPENSES	55,900	-	-	-	40,768	561	17,300	40,207	-	(16,739)	(2983.8%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ALTITUDE CAMPS Program:2518

Program Manager: Mike Unger/Jennifer Thomas

Program Description: Budget for paying the USOPC for the altitude camps of our clubs. Clubs pay USA Swimming, USA Swimming pays USOPC.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	Program total nets approx. \$0 when offset by related revenue
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	550	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	667,274	644,163	-	158,000	-	(158,000)	-	158,000	100.0%	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	264,042	511,791	-	-	300,000	-	250,000	300,000	100.0%	(250,000)	-	
60045	TICKETS	0	16,236	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	8,113	3,988	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	5,150	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	235	-	-	125	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	1,384	7,664	4,823	-	2,215	-	(2,215)	-	2,215	100.0%	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		269,977	537,523	678,926	649,110	300,000	160,215	250,000	139,785	-	(89,785)	(56.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TIMES PROJECTS Program:2519

Program Manager: Larry Herr

Program Description: Budget is mainly to pay for IT projects to enhance Times and Rankings. Working on enhancements to the times section of the new website. Fixes and enhancements to the times section of the SWIMS program. Request from volunteers to address items found and enhancements requested to address times items that are used in the field. We are also looking to add some enhancements to the OME system to improve the functionality that coaches and meet directors have been asking for. We also use these funds for data analytics projects. There will be some expenses that come with development related to project creation.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	100	-	-	100	100.0%	-	-	
60040	AIRFARE	557	-	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	5,777	10,798	18,512	26,860	19,300	19,300	9,000	-	0.0%	10,300	53.4%	Development work.
60097	OTHER PROFESSIONAL SERVICES	6,273	43,570	32,729	11,509	15,000	13,900	14,400	1,100	7.3%	(500)	(3.6%)	Development work.
	TOTAL EXPENSES	12,606	54,368	51,240	38,368	34,400	33,200	23,400	1,200	-	9,800	29.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 POOL ENVIRONMENT RESEARCH & EDUCATION Program:2535
 Program Manager: Dean Ekeren

Program Description: To support research and education for improved water and air quality in pool environments

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	30,000	-	-	30,000	100.0%	-	-	
	TOTAL EXPENSES	0	-	-	-	30,000	-	-	30,000	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TV/WEB CAST PRODUCTION Program:2715

Program Manager: Dean Ekeren

Program Description: Broadcast of Championships, Grand Prix's and select other events.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	95	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	20,092	49,907	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	80,000	5,394	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	39,795	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	618,602	1,140,553	1,130,072	1,257,221	881,640	350,000	523,474	531,640	60.3%	(173,474)	(49.6%)	
60087	CREDIT CARD FEES	60	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	13,393	14,072	50,027	12,000	-	-	-	-	-	-	-	
60098	DUES & FEES	30	60	-	4,416	-	-	-	-	-	-	-	
	TOTAL EXPENSES	632,085	1,154,685	1,320,082	1,328,938	881,640	350,000	523,474	531,640	-	(173,474)	(49.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 VENDINI EVENT TICKETING Program:2720
 Program Manager: Mike Unger
 Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CONVENTION Program:2801

Program Manager: Kelly Naze/Mike Unger/Denise Thomas

Program Description: Annual business meeting and educational workshops for the corporation; includes staff travel, housing and per diem.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	22	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	12	17	89	8	500	250	250	250	50.0%	-	0.0%	
60006	OTHER COMMUNICATIONS COST	0	-	-	306	-	-	-	-	-	-	-	
60010	POSTAGE	3	1	27	-	50	-	-	50	100.0%	-	-	
60011	FREIGHT	4,278	2,488	3,924	3,809	2,500	-	-	2,500	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	675	375	420	390	700	-	-	700	100.0%	-	-	
60015	PRINTING AND DUPLICATION	304	200	3,740	1,390	2,000	-	-	2,000	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	691	258	1,024	1,141	1,200	-	-	1,200	100.0%	-	-	
60020	SUPPLIES	369	501	341	23	480	-	-	480	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	49	151	-	487	250	-	-	250	100.0%	-	-	
60034	CAR RENTAL	0	492	347	95	338	-	600	338	100.0%	(600)	-	
60035	CAR RENTAL-GAS	0	23	44	17	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	22,540	6,200	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	25	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	264	-	-	-	-	-	-	-	-	-	
													travel for Peter Lasser, Rowdy Gaines, Clark Hammond and Mickey Smythe PDW MU - SG 8.21
60040	AIRFARE	15,368	12,794	19,716	11,936	26,000	3,000	3,000	23,000	88.5%	-	0.0%	
60041	GROUND TRANSPORTATION	2,507	3,081	2,978	3,159	3,200	-	-	3,200	100.0%	-	-	
													travel for Peter Lasser, Rowdy Gaines, Clark Hammond and Mickey Smythe PDW MU - SG 8.21
60042	LODGING	27,563	29,321	5,708	20,998	23,865	2,000	2,775	21,865	91.6%	(775)	(38.8%)	
60043	PER DIEM	8,820	7,916	8,706	7,881	7,239	-	975	7,239	100.0%	(975)	-	
60044	HOSPITALITY	4,494	3,621	5,041	3,627	4,500	-	-	4,500	100.0%	-	-	
60050	HONORARIA	0	-	-	-	2,500	2,500	2,500	-	0.0%	-	0.0%	
60056	PROTOCOL/GIFTS	0	-	-	572	700	300	300	400	57.1%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	178	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	11,727	17,063	10,292	49,348	30,000	25,000	25,000	5,000	16.7%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	0	734	911	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	500	600	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	22	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	851	-	5,100	7,550	1,000	1,000	1,000	-	0.0%	-	0.0%	
60098	DUES & FEES	8,580	7,470	7,395	6,795	3,500	3,500	3,500	-	0.0%	-	0.0%	
	TOTAL EXPENSES	86,289	86,771	98,890	126,531	110,522	37,550	39,900	72,972	-	(2,350)	(6.3%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CONVENTION - ATHLETES Program:2802

Program Manager: Kelly Naze/Mike Unger/Denise Thomas

Program Description: Expenses to fund national athlete and athlete at-large delegates to the convention; AEC Convention Coordinator attends site visit as well.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	500	-	-	500	100.0%	-	-	
60010	POSTAGE	0	76	47	-	50	-	-	50	100.0%	-	-	
60011	FREIGHT	40	90	357	326	100	-	-	100	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	300	445	365	180	400	-	-	400	100.0%	-	-	
60015	PRINTING AND DUPLICATION	483	1,369	1,093	-	500	-	-	500	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	536	17	109	360	500	-	-	500	100.0%	-	-	
60020	SUPPLIES	73	744	274	90	500	-	-	500	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	104	398	-	(464)	300	-	-	300	100.0%	-	-	
60034	CAR RENTAL	943	435	-	-	300	-	-	300	100.0%	-	-	
60035	CAR RENTAL-GAS	9	12	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	14,583	11,457	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	793	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	3,876	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	13,290	10,055	14,890	10,736	25,500	-	-	25,500	100.0%	-	-	
60041	GROUND TRANSPORTATION	4,938	1,892	7,419	4,407	5,500	-	-	5,500	100.0%	-	-	
60042	LODGING	19,281	18,745	-	-	9,620	-	-	9,620	100.0%	-	-	
60043	PER DIEM	11,511	9,295	7,780	5,595	7,239	-	-	7,239	100.0%	-	-	
60044	HOSPITALITY	30,358	43,217	26,310	53,277	20,000	-	-	20,000	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	488	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	3,806	3,909	4,908	-	1,500	1,500	1,500	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	0	183	134	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	135	-	21,376	100	500	-	-	500	100.0%	-	-	
60098	DUES & FEES	8,135	6,930	6,800	5,000	5,000	5,000	5,000	-	0.0%	-	0.0%	
	TOTAL EXPENSES	93,941	102,175	107,240	91,065	78,009	6,500	6,500	71,509	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

REGISTRATION / MEMBERSHIP Program:2825

Program Manager: Denise Thomas

Program Description: Committee is responsible for overseeing the LSC registration/membership policies & procedures; they meet once a year outside of convention. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60004	CONFERENCE CALLS	0	-	-	-	250	250	-	- 0.0%	250 100.0%	
60010	POSTAGE	0	-	2	-	-	-	-	- -	- -	
60011	FREIGHT	18	-	-	10	-	-	-	- -	- -	
60013	EXCESS BAGGAGE & TIPS	0	50	50	60	-	-	-	- -	- -	
60015	PRINTING AND DUPLICATION	39	17	-	-	-	-	-	- -	- -	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	- -	- -	
60017	PERSONAL CAR MILEAGE	405	892	587	23	-	-	-	- -	- -	
60033	MEALS & ENTERTAINMENT	813	-	832	408	-	-	-	- -	- -	
60034	CAR RENTAL	205	564	565	-	-	-	-	- -	- -	
60035	CAR RENTAL-GAS	13	12	24	-	-	-	-	- -	- -	
60036	OTHER LODGING	0	-	4,022	4,030	-	-	-	- -	- -	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	- -	- -	
60040	AIRFARE	5,071	4,361	5,978	4,842	-	-	-	- -	- -	
60041	GROUND TRANSPORTATION	436	79	368	187	-	-	-	- -	- -	
60042	LODGING	3,923	3,733	388	1,008	-	-	-	- -	- -	
60043	PER DIEM	1,529	1,525	1,111	1,022	-	-	-	- -	- -	
60044	HOSPITALITY	861	552	742	1,362	-	-	-	- -	- -	
60056	PROTOCOL/GIFTS	70	-	-	-	-	-	-	- -	- -	
60065	EQUIPMENT/SPACE RENTAL	1,453	625	1,178	1,394	-	-	-	- -	- -	
60087	CREDIT CARD FEES	7	-	12	-	-	-	-	- -	- -	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	250	250	500	- 0.0%	(250) (100.0%)	
	TOTAL EXPENSES	14,841	12,411	15,933	14,346	500	500	500	- -	- 0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

AWARDS Program:2832

Program Manager: Mike Unger/Dean Ekeren

Program Description: Meeting done at convention. Administrative budget.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	100	25	-	75	75.0%	25	100.0%	
60010	POSTAGE	0	-	458	3	100	50	-	50	50.0%	50	100.0%	
60011	FREIGHT	0	-	57	97	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	283	294	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	100	100	-	-	0.0%	100	100.0%	
60055	AWARDS	0	-	140	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	84	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	1,013	478	300	175	-	125	-	175	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CREDENTIALS / ELECTIONS Program:2835

Program Manager: Denise Thomas

Program Description: Committee is responsible for issuing voting credentials and conducting national elections at the annual convention. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	250	250	250	-	0.0%	-	0.0%	
60011	FREIGHT	273	191	267	397	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	572	196	258	289	-	-	-	-	-	-	-	
60020	SUPPLIES	201	-	280	361	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	31	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	571	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	1,861	1,184	1,001	1,015	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	554	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	391	351	787	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	250	250	250	-	0.0%	-	0.0%	
60098	DUES & FEES	0	-	-	75	-	-	-	-	-	-	-	
	TOTAL EXPENSES	3,298	1,952	2,667	3,263	500	500	500	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

RULES AND REGULATIONS Program:2836

Program Manager: Mike Unger/Trish Hughes

Program Description: Expenses for the Rules and Regulations Committee, which includes one meeting in June and two sessions at convention.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	250	250	250	-	0.0%	-	0.0%	
60005	INTERNET SERVICE	0	32	8	54	-	-	-	-	-	-	-	
60010	POSTAGE	0	6	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	11	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	200	175	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	1,289	2,429	330	385	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	461	215	448	503	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	1,200	1,200	1,030	-	0.0%	170	14.2%	
60034	CAR RENTAL	0	-	260	278	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	5,379	5,040	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	234	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	10,992	13,498	9,178	8,947	10,000	-	9,000	10,000	100.0%	(9,000)	-	
60041	GROUND TRANSPORTATION	929	711	1,010	934	-	-	-	-	-	-	-	
60042	LODGING	5,793	9,249	403	479	4,810	-	4,810	4,810	100.0%	(4,810)	-	
60043	PER DIEM	3,943	3,455	2,602	1,757	2,280	-	2,160	2,280	100.0%	(2,160)	-	
60044	HOSPITALITY	4,275	3,969	4,761	3,108	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	250	250	250	-	0.0%	-	0.0%	
60065	EQUIPMENT/SPACE RENTAL	1,223	3,326	1,246	560	700	700	-	-	0.0%	700	100.0%	
60087	CREDIT CARD FEES	48	-	-	17	-	-	-	-	-	-	-	
60098	DUES & FEES	0	140	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	28,953	37,241	25,822	22,356	19,490	2,400	17,500	17,090	-	(15,100)	(629.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TIMES & RECOGNITION COMMITTEE Program:2857
Program Manager: Larry Herr

Program Description: Expense is for certificates, mailing, printing and copying for Times recognition projects. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	855	697	1,184	362	-	205	205	(205)	-	-	0.0%	The more events, the more opportunities for athletes to qualify for this program and the more committee expense.
60004	CONFERENCE CALLS	35	0	8	47	250	-	-	250	100.0%	-	-	
60010	POSTAGE	3,888	3,982	6,156	7,685	-	3,000	4,250	(3,000)	-	(1,250)	(41.7%)	
60011	FREIGHT	3,129	3,691	2,638	2,862	-	1,500	1,500	(1,500)	-	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	4,004	4,687	2,972	7,180	-	3,000	4,250	(3,000)	-	(1,250)	(41.7%)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	1,903	651	1,195	1,178	-	795	795	(795)	-	-	0.0%	
60033	MEALS & ENTERTAINMENT	86	-	20	-	-	-	-	-	-	-	-	
60040	AIRFARE	329	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	38	82	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	656	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	5,621	1,187	4,414	1,746	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	281	-	1,555	3,136	250	1,500	1,500	(1,250)	(500.0%)	-	0.0%	
60061	APPAREL	485	-	-	53	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	315	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	487	117	364	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	136	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	-	-	135	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	35	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	150	-	-	-	-	-	-	-	
	TOTAL EXPENSES	21,140	15,935	20,581	24,883	500	10,000	12,500	(9,500)	-	(2,500)	(25.0%)	

SECTION 1:

**USA Swimming 2020 Program Budget Proposal
PROGRAMS & EVENTS COMMITTEE Program:2860
Program Manager: Dean Ekeren**

Program Description: Committee title changed to Events & Programs in 2019. Members get together by phone 4-6 times/yr, and in-person at events 1-2 times/year. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	250	-	-	250	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	250	-	-	250	100.0%	-	-	
	TOTAL EXPENSES	0	-	-	-	500	-	-	500	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
CHAMPIONSHIP EVALUATION COMMITTEE Program:2862
Program Manager: Dean Ekeren

Program Description: Committee title changed to Events & Programs in 2019. Members get together by phone 4-6 times/yr, and in-person at events 1-2 times/year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60004	CONFERENCE CALLS	23	31	-	-	-	-	-	-	-	
60010	POSTAGE	19	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	14	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	28	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	23	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	481	-	-	-	-	-	
60040	AIRFARE	0	250	-	218	-	-	-	-	-	
60042	LODGING	500	1,750	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	542	2,045	-	750	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETES EXECUTIVE COMMITTEE Program:2887
 Program Manager: Joel Shinofield/Morgan Weinberg
 Program Description: Operating budget for the Athletes Executive Committee. Budgeting virtual meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	16	-	-	250	250	250	-	0.0%	-	0.0%	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	100	195	150	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	250	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	12	32	4	-	-	-	-	-	-	-	
60030	SOFTWARE	0	-	200	200	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	38	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	1,009	378	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	84	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	4,472	3,498	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	5,849	8,164	9,560	6,419	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	38	330	375	1,572	-	-	-	-	-	-	-	
60042	LODGING	1,192	2,227	-	1,029	-	-	-	-	-	-	-	
60043	PER DIEM	0	1,272	2,900	1,321	-	-	-	-	-	-	-	
60044	HOSPITALITY	760	1,516	830	3,978	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	1,401	-	-	90	250	250	250	-	0.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	2,862	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	300	197	1,364	1,171	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	14	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	400	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		9,789	14,964	23,567	19,445	500	500	500	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OFFICIALS Program:2866

Program Manager: Dean Ekeren/Macie McNichols

Program Description: Expenses for the Officials' Committee, which includes one meeting.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	55	297	250	50	250	200	80.0%	(200)	(400.0%)	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	1	15	43	-	15	-	(15)	-	15	100.0%	
60011	FREIGHT	0	-	85	48	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	25	-	-	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	11	0	21	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	393	657	1,069	206	200	-	-	200	100.0%	-	-	
60020	SUPPLIES	3	-	-	39	70	-	-	70	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	754	-	82	1,200	-	-	1,200	100.0%	-	-	
60034	CAR RENTAL	0	-	144	298	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	19	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	5,901	-	1,220	-	(1,220)	-	1,220	100.0%	
60038	OTHER AIRFARE	0	-	-	793	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	9,488	7,863	6,135	4,182	3,600	2,930	-	670	18.6%	2,930	100.0%	
60041	GROUND TRANSPORTATION	670	759	498	605	-	160	-	(160)	-	160	100.0%	
60042	LODGING	4,346	4,663	6,783	627	1,665	265	-	1,400	84.1%	265	100.0%	
60043	PER DIEM	1,879	1,482	1,641	2,032	513	650	-	(137)	(26.7%)	650	100.0%	
60044	HOSPITALITY	1,026	695	2,906	2,651	-	1,570	-	(1,570)	-	1,570	100.0%	
60065	EQUIPMENT/SPACE RENTAL	836	653	2,961	1,384	-	1,128	-	(1,128)	-	1,128	100.0%	
60087	CREDIT CARD FEES	8	-	-	-	-	10	-	(10)	-	10	100.0%	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	1,000	-	250	1,000	100.0%	(250)	-	
	TOTAL EXPENSES	18,673	17,540	22,462	19,269	8,498	7,998	500	500	-	7,498	93.7%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:2990
Program Manager: Mike Unger

Program Description: Admin & Operational Expenses. Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	2,698	3,018	1,300	1,300	1,300	-	0.0%	-	0.0%	
60002	LONG DISTANCE PHONE SERVICE	1,891	2,205	434	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	13,299	13,460	17,750	11,052	15,000	12,000	12,000	3,000	20.0%	-	0.0%	
60004	CONFERENCE CALLS	569	540	1,067	966	900	500	500	400	44.4%	-	0.0%	
60005	INTERNET SERVICE	137	26	85	81	100	-	-	100	100.0%	-	-	
60006	OTHER COMMUNICATIONS COST	2,987	2,398	3,087	1,639	1,800	2,000	2,000	(200)	(11.1%)	-	0.0%	
60010	POSTAGE	115	143	130	62	100	100	100	-	0.0%	-	0.0%	
60011	FREIGHT	1,807	2,335	1,870	2,017	2,500	300	300	2,200	88.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	405	142	120	145	150	200	200	(50)	(33.3%)	-	0.0%	
60015	PRINTING AND DUPLICATION	6,487	7,059	4,628	3,541	2,200	1,400	1,400	800	36.4%	-	0.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	400	139	750	787	400	800	800	(400)	(100.0%)	-	0.0%	
60019	FURNITURE & FIXTURES	781	1,512	143	-	-	-	-	-	-	-	-	
60020	SUPPLIES	9,282	7,302	4,692	4,817	3,600	1,000	3,000	2,600	72.2%	(2,000)	(200.0%)	
60033	MEALS & ENTERTAINMENT	3,612	3,351	2,714	2,611	3,000	1,500	3,000	1,500	50.0%	(1,500)	(100.0%)	
60034	CAR RENTAL	3,414	1,772	2,152	2,429	2,700	1,500	2,700	1,200	44.4%	(1,200)	(80.0%)	
60035	CAR RENTAL-GAS	258	127	232	242	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	3,491	591	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	8,456	2,260	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	20,377	25,469	28,892	34,459	24,600	10,000	24,600	14,600	59.3%	(14,600)	(146.0%)	
60041	GROUND TRANSPORTATION	3,118	3,701	5,133	5,704	3,000	900	3,000	2,100	70.0%	(2,100)	(233.3%)	
60042	LODGING	19,953	28,504	29,079	30,075	25,900	5,000	25,900	20,900	80.7%	(20,900)	(418.0%)	
60043	PER DIEM	9,429	10,152	12,119	10,025	8,550	1,000	8,580	7,550	88.3%	(7,580)	(758.0%)	
60044	HOSPITALITY	195	230	-	44	250	-	50	250	100.0%	(50)	-	
60046	LAUNDRY SERVICES	0	93	-	16	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	13,750	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	658	5,173	228	1,002	1,200	300	500	900	75.0%	(200)	(66.7%)	
60060	GEAR/EQUIPMENT/SIGNAGE	58	1,228	24	123	200	100	100	100	50.0%	-	0.0%	
60061	APPAREL	0	1,349	120	-	800	-	-	800	100.0%	-	-	
60062	APPAREL - VIK	0	1,518	655	-	-	-	-	-	-	-	-	
60064	BUILDING RENT	64,156	58,895	43,386	41,360	34,800	25,000	25,700	9,800	28.2%	(700)	(2.8%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	867	854	1,072	3,191	3,500	1,400	1,400	2,100	60.0%	-	0.0%	
60066	REPAIR/MAINTENANCE	366	330	179	-	400	-	-	400	100.0%	-	-	
60070	CAMERA, PHOTO, VIDEO	0	158	-	16	100	-	-	100	100.0%	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	(71)	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	76	115	68	34	50	100	100	(50)	(100.0%)	-	0.0%	
60080	SUBSCRIPTIONS	1,697	2,663	2,154	2,168	1,400	1,800	1,800	(400)	(28.6%)	-	0.0%	
60086	TRAVEL AGENCY FEES	0	6,042	17,199	14,921	15,000	14,000	14,000	1,000	6.7%	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	78,550	70,500	49,659	51,695	31,500	35,400	32,800	(3,900)	(12.4%)	2,600	7.3%	
60094	LEGAL FEES	0	-	486	4,833	500	5,000	5,000	(4,500)	(900.0%)	-	0.0%	
60095	STATE REGISTRATION FEES	8,645	7,231	11,916	11,568	12,000	12,000	12,000	-	0.0%	-	0.0%	
60096	INSURANCE	0	-	-	17	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	17,911	8,109	6,773	10,090	4,900	10,000	10,000	(5,100)	(104.1%)	-	0.0%	
60098	DUES & FEES	1,369	5,767	1,792	1,542	2,800	1,500	1,500	1,300	46.4%	-	0.0%	
61006	VISION PREMIUMS	0	-	-	9	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	233	-	-	-	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	13	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	60	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	2,500	-	782	5,000	400	400	4,600	92.0%	-	0.0%	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	286,855	291,477	259,238	257,746	210,200	146,550	194,780	63,650	-	(48,230)	(32.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:2999
Program Manager: Tim Hinchey, CEO
Program Description: Salary & Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget	(Increase)/Decrease 2021 Budget vs 2020 Forecast	Comments
									\$ %	\$ %	
SECTION 2:											
	EXPENSES:										
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	
60101	FOUNDATION ALLOCATION	0	(5,638)	(3,751)	(34,114)	-	(34,100)	(34,100)	34,100	-	0.0%
61000	SALARIES	1,557,869	1,678,521	1,160,137	1,197,581	869,527	811,198	874,637	58,329	6.7%	(63,439) (7.8%)
61006	VISION PREMIUMS	3,849	3,711	2,169	2,161	-	987	968	(987)	-	19 1.9%
61010	MOVING EXPENSES	8,251	-	3,000	-	-	-	-	-	-	-
61014	PAYROLL TAXES	102,993	101,899	70,438	68,918	44,447	43,272	45,190	1,175	2.6%	(1,918) (4.4%)
61015	PENSION CONTRIBUTION	130,131	138,674	92,725	81,811	57,154	57,784	65,959	(630)	(1.1%)	(8,175) (14.1%)
61017	HEALTH	221,890	230,990	156,283	177,554	82,867	88,796	84,523	(5,929)	(7.2%)	4,273 4.8%
61018	DISABILITY INSURANCE	9,314	12,387	5,288	5,234	-	3,477	3,477	(3,477)	-	- 0.0%
61019	DENTAL INSURANCE	18,093	17,609	9,873	10,737	-	6,273	5,960	(6,273)	-	313 5.0%
61020	WORKERS COMPENSATION INSURANCE	3,712	2,722	2,165	2,037	-	1,500	1,500	(1,500)	-	- 0.0%
61022	EYE CARE REIMBURSEMENTS	1,889	1,557	820	649	-	1,200	1,200	(1,200)	-	- 0.0%
61024	STAFF DEVELOPMENT	1,373	5,136	1,935	-	-	-	-	-	-	-
61026	LIFE INSURANCE-EMPLOYER	2,112	2,071	1,438	1,084	-	637	637	(637)	-	- 0.0%
	TOTAL EXPENSES	2,061,477	2,189,640	1,502,519	1,513,652	1,053,994	981,024	1,049,951	72,970	-	(68,927) (7.0%)

NATIONAL TEAM								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Competitions												
109	3001 Olympic Games	633,026	9,446	78	150	458,150	0	425,640	458,150	100.0%	(425,640)	
110	3007 Pan Pacific Championships	-	-	369,335	-	0	0	0	-		-	
111	3013 Pan American Games	-	-	-	101,898	0	0	0	-		-	
112	3015 World University Games	-	254,557	-	489,750	0	0	142,160	-		(142,160)	
113	3016 Australian Super Series	-	-	-	-	0	0	0	-		-	
114	3020 NT vs. NCAA	78,030	97,259	350	-	0	0	0	-		-	
115	3022 International Swimming League	-	-	-	8,133	0	0	0	-		-	
116	3031 Long Course World Championship	72	329,497	-	344,510	0	0	0	-		-	
117	3033 Short Course World Championships	186,943	1,867	293,375	-	352,360	0	150,000	352,360	100.0%	(150,000)	
Program Group Total		898,071	692,627	663,138	944,442	810,510	-	717,800	810,510	100.0%	(717,800)	
Junior Team Programs												
118	3009 Junior Team International Competition	60,180	76,818	79,245	117,635	122,500	0	0	122,500	100.0%	-	
119	3012 Jr. Pan Pacs	239,981	2,900	283,729	-	335,070	1,400	0	333,670	99.6%	1,400	100.0%
120	3045 Junior Team Camps	85,408	34,598	46,122	41,638	52,200	2,600	0	49,600	95.0%	2,600	100.0%
121	3050 FINA World Junior Championships	-	208,847	-	325,303	0	0	147,100	-		(147,100)	
122	3051 Jr. Team Pro Swim Series	-	23,874	14,371	12,100	25,000	8,000	0	17,000	68.0%	8,000	100.0%
123	3053 World 100	-	-	698	11,654	3,000	0	2,000	3,000	100.0%	(2,000)	
124	3992 National Jr. Team Program Support	-	22,747	30,229	29,824	25,660	8,500	10,925	17,160	66.9%	(2,425)	(28.5%)
Program Group Total		385,569	369,784	454,394	538,155	563,430	20,500	160,025	542,930	96.4%	(139,525)	(680.6%)
Open Water Programs												
125	3040 FINA Open Water Junior Championships	53,066	23,690	83,348	7,948	63,845	0	36,025	63,845	100.0%	(36,025)	
126	3060 Open Water Olympic Games	-	-	-	-	54,300	0	49,700	54,300	100.0%	(49,700)	
127	3061 Open Water World Championships	-	65,004	-	30,591	0	0	0	-		-	
128	3062 Open Water International Competition	7,204	-	-	-	0	0	0	-		-	
129	3063 Open Water World University Games	-	3,427	-	-	0	0	0	-		-	
130	3065 Open Water World Cup	67,544	77,774	129,114	84,218	81,910	51,000	25,000	30,910	37.7%	26,000	51.0%
131	3067 Open Water Camps - Domestic	-	42,887	10,048	15,499	9,000	4,000	5,000	5,000	55.6%	(1,000)	(25.0%)
132	3068 Open Water - Foundation	-	-	-	20,427	0	0	0	-		-	
133	3075 Open Water International Camps	50,859	73,264	-	102,680	0	0	0	-		-	
134	3495 Open Water Program Support	20,444	15,086	37,728	22,264	27,306	4,919	9,650	22,387	82.0%	(4,731)	(96.2%)
Program Group Total		199,117	301,131	260,237	283,627	236,361	59,919	125,375	176,442	74.6%	(65,456)	(109.2%)
Camps												
135	3005 Olympic Prep Camps	872,459	-	-	-	1,024,295	0	1,142,260	1,024,295	100.0%	(1,142,260)	
136	3069 Nat. Team Specialty Camps	21,899	-	21,797	4,885	109,000	25,000	15,000	84,000	77.1%	10,000	40.0%
137	3071 Altitude Training Camps	47,189	31,984	35,794	29,991	32,000	18,000	20,000	14,000	43.8%	(2,000)	(11.1%)
138	3073 National Team Camps	7,610	43,323	55,855	55,049	20,000	20,000	15,000	-	0.0%	5,000	25.0%
139	3076 National Team International Camps	-	366,532	284,848	454,003	0	0	0	-		-	
140	3479 Advance Team Visits	15,836	29,962	17,997	24,381	16,800	4,900	6,170	11,900	70.8%	(1,270)	(25.9%)
Program Group Total		964,993	471,802	416,291	568,310	1,202,095	67,900	1,198,430	1,134,195	94.4%	(1,130,530)	(1665.0%)

NATIONAL TEAM								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Athlete Services												
141	3021 World Cup Athlete Support	23,360	2,801	4,539	(376)	0	1,000	1,000	(1,000)		-	0.0%
142	3024 Swim Squads	-	12,000	32,076	-	0	0	0	-		-	
143	3025 Pro Swim Series Athlete Support	388,977	352,689	616,893	804,823	622,000	686,000	325,000	(64,000)	(10.3%)	361,000	52.6%
144	3101 Athlete Support - Stipends & Grants	1,605,320	1,294,337	1,508,376	1,731,509	1,725,000	2,232,300	1,997,220	(507,300)	(29.4%)	235,080	10.5%
145	3103 Athlete Support - Medals & Records	1,564,286	708,750	450,000	472,500	1,010,000	0	1,010,000	1,010,000	100.0%	(1,010,000)	
146	3106 Phillips 66 Athlete Support	90,708	94,313	142,129	128,915	100,000	100,000	100,000	-	0.0%	-	0.0%
147	3107 Athlete Support-Op Gold Qualification Bonus	-	309,111	479,935	582,832	670,000	45,000	573,000	625,000	93.3%	(528,000)	(1173.3%)
148	3110 National Team Uniforming (VIK)	183,294	263,754	197,910	324,429	325,000	325,000	75,000	-	0.0%	250,000	76.9%
149	3120 Athlete Support - Olympic Prep	22,348	13,632	-	2,132	15,000	0	0	15,000	100.0%	-	
150	3125 Strength & Conditioning Grant	99,641	-	-	-	0	0	0	-		-	
151	3127 National Team Investment Grant	-	216,421	589,396	546,867	300,000	140,000	0	160,000	53.3%	140,000	100.0%
152	3130 Found Travel & Train Endowment	-	38,782	30,985	54,970	50,000	100,000	50,000	(50,000)	(100.0%)	50,000	50.0%
153	3131 Found Ath Endowments	-	27,500	62,500	114,999	80,000	80,000	80,000	-	0.0%	-	0.0%
154	3453 Doping Control	39,732	28,515	17,896	9,557	47,450	12,500	19,650	34,950	73.7%	(7,150)	(57.2%)
Program Group Total		4,017,666	3,362,605	4,132,634	4,773,157	4,944,450	3,721,800	4,230,870	1,222,650	24.7%	(509,070)	(13.7%)
Coach Services												
155	3010 Coach Education	21,658	27,986	28,750	32,270	26,716	8,000	0	18,716	70.1%	8,000	100.0%
156	3077 National Team Coaches Meeting	5,678	97,612	109,813	113,624	5,000	0	500	5,000	100.0%	(500)	
157	3078 Junior Team Coaches Meeting	-	-	-	-	0	0	0	-		-	
158	3079 Team Logistics Seminar	563	-	-	(0)	0	0	0	-		-	
159	3210 Olympic Team Prep Assistance	10,919	7,370	20,000	50,283	86,440	54,500	50,000	31,940	37.0%	4,500	8.3%
160	3203 Coach Incentive & Reward Program	330,000	330,001	326,464	330,001	330,000	0	330,000	330,000	100.0%	(330,000)	
161	3220 National Team Tech Advisor	-	-	50,073	80,682	75,628	42,090	0	33,538	44.3%	42,090	100.0%
162	3222 National Team Consultants	25,172	-	30,044	34,523	36,623	32,000	0	4,623	12.6%	32,000	100.0%
163	3460 Olympic Staff Recognition	28,613	31,110	11,760	29,370	30,000	0	0	30,000	100.0%	-	
Program Group Total		422,603	494,080	576,904	670,753	590,407	136,590	380,500	453,817	76.9%	(243,910)	(178.6%)
High Per Support												
164	3310 USOPC Practitioner Travel Support	-	38,617	21,426	61,388	49,500	8,000	18,700	41,500	83.8%	(10,700)	(133.8%)
165	3301 National Team Performance Support	162,618	145,877	156,927	131,894	170,145	55,000	101,320	115,145	67.7%	(46,320)	(84.2%)
Program Group Total		162,618	184,494	178,353	193,282	219,645	63,000	120,020	156,645	71.3%	(57,020)	(90.5%)
Sport Med & Science												
166	3311 Sport Science Grants	-	-	-	-	0	0	0	-		-	
167	3353 Sport Medicine & Science Network	82,416	48,896	113,299	115,046	96,000	62,955	44,900	33,045	34.4%	18,055	28.7%
168	3155 Elite Athlete Accident Coverage	47,826	34,222	33,251	35,500	35,550	36,050	36,000	(500)	(1.4%)	50	0.1%
169	3200 Athlete Health Programs	200	50	867	14,508	0	100	0	(100)		100	100.0%
170	3201 Athletes and Coach Wellness	-	-	-	13,908	75,000	50,000	50,000	25,000	33.3%	-	0.0%
171	3390 Sport Medicine & Science Program Support	-	-	-	25,228	38,688	12,000	19,000	26,688	69.0%	(7,000)	(58.3%)
172	3351 Athlete Testing & Lab Expenses	20,220	22,140	19,357	21,135	24,100	10,000	10,000	14,100	58.5%	-	0.0%
Program Group Total		150,662	105,309	166,774	225,325	269,338	171,105	159,900	98,233	36.5%	11,205	6.5%

NATIONAL TEAM								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Other Programs and Services												
173	3480 Club Investment	299,999	-	-	-	0	0	0	-		-	
174	3481 National Team Equipment	11,712	12,402	13,090	14,389	25,500	15,000	15,500	10,500	41.2%	(500)	(3.3%)
175	3499 Team Management Technology	-	-	64,800	58,799	69,415	69,415	0	-	0.0%	69,415	100.0%
176	3496 National Team Selection	8,671	164	7,294	3,250	19,500	0	0	19,500	100.0%	-	
Program Group Total		320,383	12,566	85,184	76,438	114,415	84,415	15,500	30,000	26.2%	68,915	81.6%
Committees												
177	3850 Open Water Development Committee	7,050	1,063	613	-	0	0	0	-		-	
178	3868 Open Water Committee	7,811	11,471	5,588	7,228	300	35	500	265	88.3%	(465)	(1328.6%)
179	3846 Sports Medicine	3,173	517	202	-	500	500	500	-	0.0%	-	0.0%
180	3881 Olympic International Operations	-	-	-	-	0	0	0	-		-	
181	3882 National Steering Committee	14,721	4,310	11,366	15,065	10,350	1,500	500	8,850	85.5%	1,000	66.7%
182	3884 National Team Evaluation	504	-	-	-	0	0	0	-		-	
183	3888 National Team Athlete Committee	-	3,739	4,014	65	500	500	0	-	0.0%	500	100.0%
Program Group Total		33,259	21,100	21,783	22,358	11,650	2,535	1,500	9,115	78.2%	1,035	40.8%
Administration & Operational Support												
184	3990 Administration & Operational Support	212,625	237,761	314,475	326,848	332,162	288,977	266,100	43,185	13.0%	22,877	7.9%
185	3991 NT Division Travel	77,353	36,147	1,026	294,134	0	0	0	-		-	
186	3999 Salary and Benefits	1,834,256	1,714,898	1,742,394	1,783,011	1,830,037	1,674,086	1,774,629	155,951	8.5%	(100,543)	(6.0%)
Program Group Total		2,124,234	1,988,806	2,057,895	2,403,993	2,162,199	1,963,063	2,040,729	199,136	9.2%	(77,666)	(4.0%)
TOTAL NATIONAL TEAM		9,679,174	8,004,303	9,013,587	10,699,839	11,124,500	6,290,827	9,150,649	4,833,673	43.5%	(2,859,822)	(45.5%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OLYMPIC GAMES Program:3001

Program Manager: Lindsay Mintenko

Program Description: Travel and ops associated with the highest level of competition in the quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	1,078	-	-	-	-	-	-	-	-	-	-	
60002	LONG DISTANCE PHONE SERVICE	6,902	-	-	-	500	-	500	500	100.0%	(500)	-	
60004	CONFERENCE CALLS	55	29	-	-	200	-	-	200	100.0%	-	-	Now use Zoom
60005	INTERNET SERVICE	380	-	-	-	3,000	-	1,000	3,000	100.0%	(1,000)	-	Cellhire hot spots (split w/ 3005)
60010	POSTAGE	133	-	-	-	200	-	200	200	100.0%	(200)	-	
60011	FREIGHT	6,417	9,223	-	-	20,000	-	23,000	20,000	100.0%	(23,000)	-	Pallets (\$3400 round trip), Coach gifts,
60013	EXCESS BAGGAGE & TIPS	2,600	-	-	-	3,000	-	3,000	3,000	100.0%	(3,000)	-	Olympic Flags
60015	PRINTING AND DUPLICATION	479	-	-	-	200	-	200	200	100.0%	(200)	-	Singapore air
60017	PERSONAL CAR MILEAGE	167	-	-	-	400	-	400	400	100.0%	(400)	-	
60020	SUPPLIES	19,958	-	-	-	30,000	-	30,000	30,000	100.0%	(30,000)	-	Nutrition items, hygiene products, village household items
60033	MEALS & ENTERTAINMENT	11,875	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	412,640	-	-	-	181,000	-	178,200	181,000	100.0%	(178,200)	-	
60041	GROUND TRANSPORTATION	3,795	-	-	-	4,500	-	-	4,500	100.0%	-	-	
60042	LODGING	42,706	-	-	-	56,350	-	62,400	56,350	100.0%	(62,400)	-	
60043	PER DIEM	2,340	-	-	-	3,400	-	3,240	3,400	100.0%	(3,240)	-	
60044	HOSPITALITY	15,269	-	-	-	20,000	-	-	20,000	100.0%	-	-	
60045	TICKETS	2,298	-	-	-	15,000	-	15,000	15,000	100.0%	(15,000)	-	tickets packages
60056	PROTOCOL/GIFTS	7,274	-	-	-	15,000	-	15,000	15,000	100.0%	(15,000)	-	Thank you gifts.
60060	GEAR/EQUIPMENT/SIGNAGE	16,210	195	-	-	14,000	-	17,000	14,000	100.0%	(17,000)	-	Village furniture, bag tags, power strips,
60061	APPAREL	72,684	-	-	-	85,000	-	64,000	85,000	100.0%	(64,000)	-	blankets, team houseware
60065	EQUIPMENT/SPACE RENTAL	400	-	-	-	400	-	6,500	400	100.0%	(6,500)	-	Rate card
60097	OTHER PROFESSIONAL SERVICES	3,485	-	78	150	-	-	-	-	-	-	-	
60098	DUES & FEES	3,881	-	-	-	6,000	-	6,000	6,000	100.0%	(6,000)	-	USOPC Background check
	TOTAL EXPENSES	633,026	9,446	78	150	458,150	-	425,640	458,150	-	(425,640)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 PAN PACIFIC CHAMPIONSHIPS Program:3007
 Program Manager: Lindsay Mintenko/ C.Brashier
 Program Description: Op Gold Competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	0	-	144	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	-	26	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	322	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	17,354	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	200	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	8,381	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	6,670	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	1,385	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	71	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	109,113	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	67,550	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	90,688	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	6,039	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	327	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	14,918	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	142	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	95	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	3,849	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	12,394	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	23,613	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	1,040	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	2,241	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	2,774	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	369,335	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 PAN AMERICAN GAMES Program:3013
 Program Manager: L. Mintenko/ S. Miller
 Program Description: USOPC sponsored competition of Pan Am Countries

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	39	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	40	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	-	10	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	-	13,980	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	-	-	10	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	-	54	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	183	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	-	7,106	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	7,725	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	-	7,701	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	3,362	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	748	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	1,422	-	-	-	-	-	-	-	-
60043	PER DIEM	0	-	-	5,966	-	-	-	-	-	-	-	-
60045	TICKETS	0	-	-	902	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	14,389	-	-	-	-	-	-	-	-
60061	APPAREL	0	-	-	33,862	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,187	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	2,545	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	-	668	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	-	-	101,898	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD UNIVERSITY GAMES Program:3015
Program Manager: L. Mintenko/ C.Brashier
Program Description: Competition for university athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	70	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	53	-	-	-	-	500	-	-	(500)	-	
60005	INTERNET SERVICE	0	5	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	85	-	10	-	-	-	-	-	-	-	
60011	FREIGHT	0	15,538	-	9,419	-	-	3,000	-	-	(3,000)	-	Uniforming, pallets (food)
60013	EXCESS BAGGAGE & TIPS	0	405	-	2,400	-	-	-	-	-	-	-	Transport some food items via baggage
60017	PERSONAL CAR MILEAGE	0	66	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	2,151	-	3,370	-	-	1,500	-	-	(1,500)	-	Nutrition items, hygiene products
60033	MEALS & ENTERTAINMENT	0	-	-	19	-	-	71,280	-	-	(71,280)	-	
60034	CAR RENTAL	0	-	-	105	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	-	5	-	-	-	-	-	-	-	
													Team size 44 (15M/15W- 14 staff) at \$2,970 per person and \$100 advance team early arrival (\$10,000 deposit paid in 2020)
60036	OTHER LODGING	0	-	-	177,047	-	-	(10,000)	-	-	10,000	-	
60038	OTHER AIRFARE	0	-	-	4,692	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	64,059	-	193,709	-	-	-	-	-	-	-	
60040	AIRFARE	0	8,640	-	11,127	-	-	50,400	-	-	(50,400)	-	
60041	GROUND TRANSPORTATION	0	169	-	1,430	-	-	-	-	-	-	-	
60042	LODGING	0	123,854	-	12,382	-	-	-	-	-	-	-	
60043	PER DIEM	0	5,319	-	8,437	-	-	1,480	-	-	(1,480)	-	
60044	HOSPITALITY	0	-	-	25	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	6,939	-	12,942	-	-	-	-	-	-	-	Bagtags, rolling duffles
60061	APPAREL	0	21,358	-	48,713	-	-	15,000	-	-	(15,000)	-	Match-up/New sponsor?
60065	EQUIPMENT/SPACE RENTAL	0	2,355	-	610	-	-	-	-	-	-	-	Rate card (massage table rental, etc.)
60085	GRAPHICS/ART WORK	0	135	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	167	-	38	-	-	-	-	-	-	-	
60092	BANK FEES	0	39	-	-	-	-	-	-	-	-	-	
													Visas (estimating \$250 per person w/ a few people already having a visa)
60097	OTHER PROFESSIONAL SERVICES	0	805	-	522	-	-	8,000	-	-	(8,000)	-	
60098	DUES & FEES	0	2,344	-	2,751	-	-	1,000	-	-	(1,000)	-	Background screenings, SafeTrip
	TOTAL EXPENSES	0	254,557	-	489,750	-	-	142,160	-	-	(142,160)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 AUSTRALIAN SUPER SERIES Program:3016
 Program Manager: L. Mintenko
 Program Description: N/A in 2016-2021.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NT VS. NCAA Program:3020
 Program Manager: L. Mintenko/ C. Brashier
 Program Description: NT vs. College conference programs

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	7	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	9	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	6	8	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	2,910	876	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	185	75	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	1,953	163	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	104	111	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	743	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	479	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	41	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	6,057	19,514	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	3,803	2,304	-	-	-	-	-	-	-	-	-	
60042	LODGING	18,599	16,294	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	3,060	2,170	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	6,292	6,512	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	8,900	14,400	-	-	-	-	-	-	-	-	-	
60051	ATHLETE MEET REIMBURSEMENTS	0	2,615	-	-	-	-	-	-	-	-	-	
60054	MEDAL MONEY - U S ATHLETES	13,425	21,568	350	-	-	-	-	-	-	-	-	
60061	APPAREL	3,911	8,080	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	150	874	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	8,148	938	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	6	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	78,030	97,259	350	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
INTERNATIONAL SWIMMING LEAGUE Program:3022
Program Manager: L.Mintenko
Program Description: Professional swim league NT staff travel.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	114	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	292	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	42	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	1,080	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	-	33	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	2,182	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	607	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	2,409	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	1,373	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	8,133	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LONG COURSE WORLD CHAMPIONSHIP Program:3031
Program Manager: L. Mintenko/ C. Brashier
Program Description: second highest competition in the quad (twice a quad)

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	50	-	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	0	77	-	210	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	-	-	41	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	290	-	-	-	-	-	-	-	
60010	POSTAGE	0	13	-	14	-	-	-	-	-	-	-	
60011	FREIGHT	0	11,427	-	20,283	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	242	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	574	-	609	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	1,989	-	8,428	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	1,664	-	935	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	2,371	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	35,700	-	-	-	-	-	-	-	
60040	AIRFARE	72	1,540	-	202,093	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	753	-	3	-	-	-	-	-	-	-	
60042	LODGING	0	251,718	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	11,226	-	4,166	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	1,219	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	8,831	-	14,186	-	-	-	-	-	-	-	
60061	APPAREL	0	26,724	-	44,547	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	2,518	-	2,442	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	10	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	848	-	2,667	-	-	-	-	-	-	-	
60098	DUES & FEES	0	5,703	-	7,896	-	-	-	-	-	-	-	
	TOTAL EXPENSES	72	329,497	-	344,510	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SHORT COURSE WORLD CHAMPIONSHIPS Program:3033
 Program Manager: L. Mintenko/ C. Brashier
 Program Description: twice a quad short course FINA competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	60	-	-	-	-	-	-	-	-	-	-	Budgeting team size 10M/10W.
60004	CONFERENCE CALLS	38	-	-	-	100	-	-	100	100.0%	-	-	Use Zoom
60005	INTERNET SERVICE	0	-	32	-	500	-	500	500	100.0%	(500)	-	Cellhire Hot Spots
60010	POSTAGE	11	-	34	-	-	-	-	-	-	-	-	
60011	FREIGHT	6,265	-	24,523	-	15,000	-	2,000	15,000	100.0%	(2,000)	-	
60013	EXCESS BAGGAGE & TIPS	1,554	-	400	-	1,000	-	1,500	1,000	100.0%	(1,500)	-	Hand carrying food given customs restrictions
60015	PRINTING AND DUPLICATION	1	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	77	49	-	-	100	-	100	100	100.0%	(100)	-	
60020	SUPPLIES	3,658	0	1,469	-	3,000	-	4,000	3,000	100.0%	(4,000)	-	Boxes for uniforming, nutrition items, etc.
60033	MEALS & ENTERTAINMENT	85	-	174	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,439	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	72	-	-	-	100	-	100	100	100.0%	(100)	-	
60036	OTHER LODGING	0	-	123,571	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	408	-	-	-	-	-	-	-	-	
60040	AIRFARE	17,862	-	81,424	-	124,200	-	54,000	124,200	100.0%	(54,000)	-	
60041	GROUND TRANSPORTATION	525	-	1,005	-	600	-	600	600	100.0%	(600)	-	
60042	LODGING	134,124	-	186	-	161,960	-	66,000	161,960	100.0%	(66,000)	-	
60043	PER DIEM	2,508	-	6,866	-	2,700	-	1,400	2,700	100.0%	(1,400)	-	
60044	HOSPITALITY	1,272	-	-	-	1,300	-	800	1,300	100.0%	(800)	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	2,700	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	578	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	2,213	-	42	-	1,300	-	800	1,300	100.0%	(800)	-	
60061	APPAREL	10,407	-	39,764	-	36,000	-	14,000	36,000	100.0%	(14,000)	-	
60065	EQUIPMENT/SPACE RENTAL	2,285	-	1,230	-	1,200	-	1,200	1,200	100.0%	(1,200)	-	
60087	CREDIT CARD FEES	0	-	122	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	790	-	1,005	-	800	-	1,000	800	100.0%	(1,000)	-	
60098	DUES & FEES	1,697	1,818	7,841	-	2,500	-	2,000	2,500	100.0%	(2,000)	-	Background Screenings, SafeTrip
	TOTAL EXPENSES	186,943	1,867	293,375	-	352,360	-	150,000	352,360	-	(150,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 JUNIOR TEAM INTERNATIONAL COMPETITION Program:3009
 Program Manager: L. Mintenko
 Program Description: 18 and U competition Spring/Fall

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	96	14	-	25	50	-	-	50	100.0%	-	-	
60010	POSTAGE	3	2	9	-	30	-	-	30	100.0%	-	-	
60011	FREIGHT	1,776	797	2,369	3,530	5,000	-	-	5,000	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	790	-	260	82	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	4	-	-	-	15	-	-	15	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	91	-	-	29	-	-	-	-	-	-	-	
60020	SUPPLIES	97	220	192	1,067	305	-	-	305	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	309	3,626	1,269	2,500	-	-	2,500	100.0%	-	-	
60036	OTHER LODGING	0	-	23,257	23,913	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	1,269	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	18,131	15,888	-	-	-	-	-	-	-	-	
60040	AIRFARE	23,343	22,730	10,155	44,923	53,750	-	-	53,750	100.0%	-	-	
60041	GROUND TRANSPORTATION	360	552	1,251	2,248	750	-	-	750	100.0%	-	-	
60042	LODGING	30,047	27,930	11,623	27,341	46,000	-	-	46,000	100.0%	-	-	
60043	PER DIEM	960	1,196	1,912	6,051	2,000	-	-	2,000	100.0%	-	-	
60044	HOSPITALITY	0	-	-	3,439	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	-	-	100	-	-	100	100.0%	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	240	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	141	-	2,631	-	-	-	-	-	-	-	-	
60061	APPAREL	1,901	796	3,259	-	10,000	-	-	10,000	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	251	511	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	275	-	-	-	-	-	-	-	-	-	
60086	TRAVEL AGENCY FEES	0	2,475	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	39	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	352	314	197	-	-	-	-	-	-	-	
60098	DUES & FEES	570	1,002	2,009	1,740	2,000	-	-	2,000	100.0%	-	-	
	TOTAL EXPENSES	60,180	76,818	79,245	117,635	122,500	-	-	122,500	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

JR. PAN PACS Program:3012

Program Manager: L. Mintenko

Program Description: Twice a Quad. Juniors competition in Hawaii.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	16	-	38	-	100	-	-	100	100.0%	-	-	
60005	INTERNET SERVICE	0	-	2,900	-	2,900	-	-	2,900	100.0%	-	-	
60010	POSTAGE	90	-	4	-	60	-	-	60	100.0%	-	-	
60011	FREIGHT	4,278	-	8,902	-	8,500	-	-	8,500	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	505	-	679	-	670	-	-	670	100.0%	-	-	
60015	PRINTING AND DUPLICATION	39	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	485	-	-	-	500	-	-	500	100.0%	-	-	
60020	SUPPLIES	1,412	-	4,444	-	4,500	-	-	4,500	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	3,735	-	13,144	-	13,000	-	-	13,000	100.0%	-	-	
60034	CAR RENTAL	778	-	1,728	-	1,050	235	-	815	77.6%	235	100.0%	
60035	CAR RENTAL-GAS	77	-	87	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	111,161	-	-	-	-	-	-	-	-	
60040	AIRFARE	71,262	2,900	86,372	-	90,000	555	-	89,445	99.4%	555	100.0%	
60041	GROUND TRANSPORTATION	1,435	-	2,419	-	2,000	40	-	1,960	98.0%	40	100.0%	
60042	LODGING	142,627	-	3,556	-	164,290	150	-	164,140	99.9%	150	100.0%	
60043	PER DIEM	2,229	-	4,346	-	5,400	420	-	4,980	92.2%	420	100.0%	
60046	LAUNDRY SERVICES	0	-	434	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	5,000	-	5,000	-	-	5,000	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	3,367	-	3,500	-	-	3,500	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	5,227	-	7,914	-	8,000	-	-	8,000	100.0%	-	-	
60061	APPAREL	4,836	-	21,978	-	22,000	-	-	22,000	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	2,598	-	2,500	-	-	2,500	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	951	-	470	-	600	-	-	600	100.0%	-	-	
60098	DUES & FEES	0	-	2,187	-	500	-	-	500	100.0%	-	-	
	TOTAL EXPENSES	239,981	2,900	283,729	-	335,070	1,400	-	333,670	-	1,400	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 JUNIOR TEAM CAMPS Program:3045
 Program Manager: L. Mintenko
 Program Description: Camp for Jr. Team athletes at OTC.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	30	61	10	-	110	-	-	110	100.0%	-	-	
60010	POSTAGE	445	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	46	311	22	37	-	1,500	-	(1,500)	-	1,500	100.0%	
60013	EXCESS BAGGAGE & TIPS	0	50	50	30	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	90	-	-	-	200	-	-	200	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	418	610	-	198	-	-	-	-	-	-	-	
60020	SUPPLIES	423	582	640	-	1,000	-	-	1,000	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	170	688	207	36	560	-	-	560	100.0%	-	-	
60034	CAR RENTAL	0	-	110	300	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	33	-	15	65	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	1,260	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	457	691	-	100	-	(100)	-	100	100.0%	
60039	AIRFARE - VIK	33,220	-	30,300	381	-	-	-	-	-	-	-	
60040	AIRFARE	38,751	25,944	7,596	32,909	37,500	-	-	37,500	100.0%	-	-	
60041	GROUND TRANSPORTATION	16	10	167	136	1,000	-	-	1,000	100.0%	-	-	
60042	LODGING	2,320	90	3,150	459	2,880	-	-	2,880	100.0%	-	-	
60043	PER DIEM	1,840	-	-	211	3,000	-	-	3,000	100.0%	-	-	
60044	HOSPITALITY	732	-	-	350	-	-	-	-	-	-	-	
60050	HONORARIA	0	2,500	-	-	-	800	-	(800)	-	800	100.0%	
60056	PROTOCOL/GIFTS	0	434	-	-	400	-	-	400	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	1,221	195	-	671	550	-	-	550	100.0%	-	-	
60061	APPAREL	4,181	1,805	2,281	2,206	5,000	-	-	5,000	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,080	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	460	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	40	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	1,171	858	1,043	577	-	200	-	(200)	-	200	100.0%	
60098	DUES & FEES	300	-	76	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	85,408	34,598	46,122	41,638	52,200	2,600	-	49,600	-	2,600	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FINA WORLD JUNIOR CHAMPIONSHIPS Program:3050
Program Manager: L. Mintenko
Program Description: Twice a quad FINA Jr. Competition.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	Budgeting for 10m/10w in South America or Europe.
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	75	-	39	-	-	500	-	-	(500)	-	cell hire
60005	INTERNET SERVICE	0	4	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	10	-	1,480	-	-	4,000	-	-	(4,000)	-	
60011	FREIGHT	0	7,165	-	10,792	-	-	1,500	-	-	(1,500)	-	
60013	EXCESS BAGGAGE & TIPS	0	35	-	490	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	27	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	475	-	-	-	-	2,500	-	-	(2,500)	-	
60020	SUPPLIES	0	1,832	-	2,487	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	1,093	-	1,032	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	730	-	1,919	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	148,625	-	-	2,500	-	-	(2,500)	-	
60040	AIRFARE	0	5,019	-	111,144	-	-	44,000	-	-	(44,000)	-	
60041	GROUND TRANSPORTATION	0	949	-	1,184	-	-	-	-	-	-	-	
60042	LODGING	0	171,515	-	231	-	-	72,600	-	-	(72,600)	-	
60043	PER DIEM	0	2,527	-	3,924	-	-	2,000	-	-	(2,000)	-	
60044	HOSPITALITY	0	-	-	1,348	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	-	21	-	-	1,500	-	-	(1,500)	-	
60056	PROTOCOL/GIFTS	0	1,035	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	5,937	-	12,005	-	-	14,000	-	-	(14,000)	-	
60061	APPAREL	0	9,121	-	23,147	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	411	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	165	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	194	-	-	1,000	-	-	(1,000)	-	
60097	OTHER PROFESSIONAL SERVICES	0	1,044	-	2,458	-	-	1,000	-	-	(1,000)	-	
60098	DUES & FEES	0	90	-	2,372	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	208,847	-	325,303	-	-	147,100	-	-	(147,100)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 JR. TEAM PRO SWIM SERIES Program:3051
 Program Manager: Lindsay Mintenko
 Program Description: reimbursement for Jr. Team athletes to Pro Swim Series

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60051	ATHLETE MEET REIMBURSEMENTS	0	22,824	14,371	12,100	25,000	8,000	-	17,000	68.0%	8,000	100.0%	
60054	MEDAL MONEY - U S ATHLETES	0	100	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	400	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	550	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	23,874	14,371	12,100	25,000	8,000	-	17,000	-	8,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD 100 Program:3053
Program Manager: Lindsay Mintenko
Program Description: Trip for athletes who are ranked in the 18U world 100 program.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60015	PRINTING AND DUPLICATION	0	-	-	222	-	-	500	-	-	(500)	-	
60020	SUPPLIES	0	-	-	441	3,000	-	-	3,000	100.0%	-	-	
60040	AIRFARE	0	-	-	10,991	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	698	-	-	-	1,500	-	-	(1,500)	-	
	TOTAL EXPENSES	0	-	698	11,654	3,000	-	2,000	3,000	-	(2,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL JR. TEAM PROGRAM SUPPORT Program:3992
 Program Manager: L. Mintenko
 Program Description: NJT Program support

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	11	3	-	-	-	-	-	-	-	-	-
60003	CELLULAR PHONE CHARGES	0	1,269	2,228	1,283	2,000	1,000	-	1,000	50.0%	1,000	100.0%	-
60004	CONFERENCE CALLS	0	33	-	33	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	500	6	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	619	-	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	50	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	767	288	183	800	800	-	-	0.0%	800	100.0%	-
60020	SUPPLIES	0	317	1,429	257	800	800	250	-	0.0%	550	68.8%	-
60033	MEALS & ENTERTAINMENT	0	105	259	629	1,000	1,000	1,000	-	0.0%	-	0.0%	-
60034	CAR RENTAL	0	2,425	3,644	3,462	3,000	1,500	375	1,500	50.0%	1,125	75.0%	-
60035	CAR RENTAL-GAS	0	25	21	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	4,788	6,858	7,044	5,000	1,000	4,800	4,000	80.0%	(3,800)	(380.0%)	-
60041	GROUND TRANSPORTATION	0	1,698	1,212	1,236	-	-	-	-	-	-	-	-
60042	LODGING	0	6,339	9,386	10,943	9,250	1,000	3,330	8,250	89.2%	(2,330)	(233.0%)	-
60043	PER DIEM	0	3,616	3,339	4,071	2,850	500	1,170	2,350	82.5%	(670)	(134.0%)	-
60046	LAUNDRY SERVICES	0	-	-	275	-	-	-	-	-	-	-	-
60050	HONORARIA	0	760	-	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	220	-	250	250	-	-	0.0%	250	100.0%	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	544	165	-	160	160	-	-	0.0%	160	100.0%	-
60061	APPAREL	0	-	10	-	250	250	-	-	0.0%	250	100.0%	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	400	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	-	3	300	240	-	60	20.0%	240	100.0%	-
TOTAL EXPENSES		0	22,747	30,229	29,824	25,660	8,500	10,925	17,160	-	(2,425)	(28.5%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 FINA OPEN WATER JUNIOR CHAMPIONSHIPS Program:3040
 Program Manager: L. Mintenko/ B. Elser
 Program Description: Jr. team OW competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	70	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	15	-	-	-	50	-	-	50	100.0%	-	-	-
60010	POSTAGE	0	-	4	-	-	-	-	-	-	-	-	-
60011	FREIGHT	3,216	611	2,684	286	2,000	-	2,000	2,000	100.0%	(2,000)	-	-
60013	EXCESS BAGGAGE & TIPS	200	-	400	-	200	-	200	200	100.0%	(200)	-	-
60020	SUPPLIES	462	489	1,057	465	500	-	400	500	100.0%	(400)	-	-
60033	MEALS & ENTERTAINMENT	492	-	390	22	-	-	-	-	-	-	-	-
60034	CAR RENTAL	1,131	-	-	611	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	-	-	50	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	23,488	-	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	6,387	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	21,483	2,199	43,927	-	34,000	-	18,000	34,000	100.0%	(18,000)	-	-
60041	GROUND TRANSPORTATION	423	104	2,052	17	-	-	-	-	-	-	-	-
60042	LODGING	19,772	11,516	245	1,090	20,650	-	13,125	20,650	100.0%	(13,125)	-	-
60043	PER DIEM	1,640	695	2,043	102	1,445	-	450	1,445	100.0%	(450)	-	-
60056	PROTOCOL/GIFTS	0	-	289	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	1,507	-	25	-	1,500	-	-	1,500	100.0%	-	-	-
60061	APPAREL	1,995	1,409	1,827	969	2,000	-	1,150	2,000	100.0%	(1,150)	-	-
60096	INSURANCE	0	-	-	-	700	-	700	700	100.0%	(700)	-	-
60097	OTHER PROFESSIONAL SERVICES	262	75	3,892	-	300	-	-	300	100.0%	-	-	-
60098	DUES & FEES	467	205	956	4,335	500	-	-	500	100.0%	-	-	-
	TOTAL EXPENSES	53,066	23,690	83,348	7,948	63,845	-	36,025	63,845	-	(36,025)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER OLYMPIC GAMES Program:3060
Program Manager: L. Mintenko/ B. Elser
Program Description: Open water athlete and staff expenses during the Olympic Games

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60033	MEALS & ENTERTAINMENT	0	-	-	-	3,500	-	3,500	3,500	100.0%	(3,500)	-	only 20% refundable, TBD
60040	AIRFARE	0	-	-	-	12,500	-	12,500	12,500	100.0%	(12,500)	-	
60041	GROUND TRANSPORTATION	0	-	-	-	1,350	-	1,350	1,350	100.0%	(1,350)	-	
60042	LODGING	0	-	-	-	34,525	-	27,790	34,525	100.0%	(27,790)	-	
60043	PER DIEM	0	-	-	-	400	-	-	400	100.0%	-	-	
60044	HOSPITALITY	0	-	-	-	2,025	-	4,560	2,025	100.0%	(4,560)	-	
	TOTAL EXPENSES	0	-	-	-	54,300	-	49,700	54,300	-	(49,700)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER WORLD CHAMPIONSHIPS Program:3061
 Program Manager: L. Mintenko/ B. Elser
 Program Description: FINA OW Competition

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	0	27	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	39	-	-	-	-	-	-	-	-
60010	POSTAGE	0	30	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	2,020	-	6,658	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	654	-	169	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	116	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	1,022	-	1,438	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	750	-	258	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	-	1,610	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	58	-	43	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	-	141	-	-	-	-	-	-	-	-
60040	AIRFARE	0	7,706	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	277	-	61	-	-	-	-	-	-	-	-
60042	LODGING	0	45,220	-	194	-	-	-	-	-	-	-	-
60043	PER DIEM	0	1,831	-	2,825	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,831	-	3,529	-	-	-	-	-	-	-	-
60061	APPAREL	0	1,995	-	4,304	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	4,793	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	126	-	3,046	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	1,342	-	1,484	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	65,004	-	30,591	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER INTERNATIONAL COMPETITION Program:3062
 Program Manager: L. Mintenko/ B. Elser
 Program Description: Olympic Qualification Event

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	37	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	474	-	-	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	437	-	-	-	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	40	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	4,381	-	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	-
60042	LODGING	1,271	-	-	-	-	-	-	-	-	-	-	-
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	500	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	64	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	7,204	-	-	-	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER WORLD UNIVERSITY GAMES Program:3063
 Program Manager: L. Mintenko/ B. Elser
 Program Description: two times in quad for university athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	10	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	207	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	2,030	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	130	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	639	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	249	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	158	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	3	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	3,427	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OPEN WATER WORLD CUP Program:3065

Program Manager: L. Mintenko/ B. Elser

Program Description: FINA 10K Competitions. Two races: 6 athletes, 2 coaches, 1 trainer, 1 doctor, 1 USAS, 1 other staff

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	19	11	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	634	-	-	15	-	-	-	-	-	-	-	-
60010	POSTAGE	5	2	7	-	-	-	-	-	-	-	-	-
60011	FREIGHT	834	881	2,312	361	850	30	-	820	96.5%	30	100.0%	-
60013	EXCESS BAGGAGE & TIPS	0	280	823	130	1,000	124	-	876	87.6%	124	100.0%	-
60015	PRINTING AND DUPLICATION	0	-	-	14	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	94	110	-	-	-	-	-	-	-	-
60020	SUPPLIES	975	64	1,530	763	500	320	1,405	180	36.0%	(1,085)	(339.1%)	-
60033	MEALS & ENTERTAINMENT	1,298	2,860	4,113	357	-	853	-	(853)	-	853	100.0%	-
60034	CAR RENTAL	652	1,917	6,165	-	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	70	205	311	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	8,426	14,805	-	8,375	-	(8,375)	-	8,375	100.0%	-
60039	AIRFARE - VIK	0	25,041	33,917	-	-	-	-	-	-	-	-	-
60040	AIRFARE	38,731	22,431	24,104	58,463	45,000	25,329	13,500	19,671	43.7%	11,829	46.7%	-
60041	GROUND TRANSPORTATION	2,573	776	384	131	-	495	-	(495)	-	495	100.0%	-
60042	LODGING	16,335	18,302	35,746	1,748	27,950	13,820	8,925	14,130	50.6%	4,895	35.4%	-
60043	PER DIEM	1,711	1,789	1,794	565	4,560	423	1,170	4,137	90.7%	(747)	(176.6%)	-
60044	HOSPITALITY	0	-	29	-	-	710	-	(710)	-	710	100.0%	-
60046	LAUNDRY SERVICES	0	-	184	-	-	-	-	-	-	-	-	-
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	4,800	-	-	-	-	-	-	-	-
60054	MEDAL MONEY - U S ATHLETES	0	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	378	-	1,934	-	800	-	-	800	100.0%	-	-	-
60061	APPAREL	362	719	3,251	512	500	-	-	500	100.0%	-	-	-
60065	EQUIPMENT/SPACE RENTAL	1,000	-	1,387	28	-	221	-	(221)	-	221	100.0%	-
60087	CREDIT CARD FEES	0	333	-	213	-	-	-	-	-	-	-	-
60096	INSURANCE	0	-	-	-	750	-	-	750	100.0%	-	-	-
60097	OTHER PROFESSIONAL SERVICES	118	615	800	577	-	-	-	-	-	-	-	-
60098	DUES & FEES	1,868	1,559	1,785	614	-	300	-	(300)	-	300	100.0%	-
60099	ATHLETE STIPEND	0	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	67,544	77,774	129,114	84,218	81,910	51,000	25,000	30,910	-	26,000	51.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER CAMPS - DOMESTIC Program:3067
 Program Manager: B. Elser
 Program Description: May Camp- OTC

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	45	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	2,368	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	76	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	335	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	3,789	20	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	2,281	-	350	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	109	-	19	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	-	9,760	-	-	-	-	-	-	-	-
60040	AIRFARE	0	9,024	8,860	5,370	3,000	4,000	3,000	(1,000)	(33.3%)	1,000	25.0%	-
60041	GROUND TRANSPORTATION	0	80	-	-	-	-	-	-	-	-	-	-
60042	LODGING	0	17,085	-	-	5,670	-	2,000	5,670	100.0%	(2,000)	-	-
60043	PER DIEM	0	2,663	-	-	-	-	-	-	-	-	-	-
60044	HOSPITALITY	0	-	840	-	330	-	-	330	100.0%	-	-	-
60061	APPAREL	0	678	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	4,279	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	195	283	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	(75)	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	42,887	10,048	15,499	9,000	4,000	5,000	5,000	-	(1,000)	(25.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER - FOUNDATION Program:3068
 Program Manager: B.Elser/ L. Mintenko/ S. Miller
 Program Description: USAS Foundation OW Funding

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60020	SUPPLIES	0	-	-	98	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	671	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	-	2,286	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	15,788	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	930	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	223	-	-	-	-	-	-	-	-
60043	PER DIEM	0	-	-	205	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	-	112	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	-	114	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	-	-	20,427	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER INTERNATIONAL CAMPS Program:3075
 Program Manager: L. Mintenko/ B. Elser
 Program Description: Camps before international competition.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments	
SECTION 2:														
EXPENSES:														
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-		
60004	CONFERENCE CALLS	9	-	-	48	-	-	-	-	-	-	-		
60011	FREIGHT	410	2,743	-	33	-	-	-	-	-	-	-		
60013	EXCESS BAGGAGE & TIPS	0	-	-	5	-	-	-	-	-	-	-		
60015	PRINTING AND DUPLICATION	0	7	-	-	-	-	-	-	-	-	-		
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-		
60020	SUPPLIES	541	332	-	273	-	-	-	-	-	-	-		
60033	MEALS & ENTERTAINMENT	1,835	330	-	726	-	-	-	-	-	-	-		
60034	CAR RENTAL	1,444	100	-	634	-	-	-	-	-	-	-		
60035	CAR RENTAL-GAS	103	-	-	1,012	-	-	-	-	-	-	-		
60036	OTHER LODGING	0	-	-	39,486	-	-	-	-	-	-	-		
60040	AIRFARE	8,981	34,822	-	51,806	-	-	-	-	-	-	-		
60041	GROUND TRANSPORTATION	757	34	-	1,702	-	-	-	-	-	-	-		
60042	LODGING	31,630	34,714	-	194	-	-	-	-	-	-	-		
60043	PER DIEM	758	155	-	-	-	-	-	-	-	-	-		
60046	LAUNDRY SERVICES	0	-	-	80	-	-	-	-	-	-	-		
60060	GEAR/EQUIPMENT/SIGNAGE	272	-	-	797	-	-	-	-	-	-	-		
60061	APPAREL	750	-	-	-	-	-	-	-	-	-	-		
60065	EQUIPMENT/SPACE RENTAL	2,889	-	-	2,943	-	-	-	-	-	-	-		
60070	CAMERA, PHOTO, VIDEO	0	-	-	35	-	-	-	-	-	-	-		
60087	CREDIT CARD FEES	120	5	-	19	-	-	-	-	-	-	-		
60097	OTHER PROFESSIONAL SERVICES	360	-	-	2,101	-	-	-	-	-	-	-		
60098	DUES & FEES	0	21	-	787	-	-	-	-	-	-	-		
TOTAL EXPENSES		50,859	73,264	-	102,680	-	-	-	-	-	-	-		

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER PROGRAM SUPPORT Program:3495
 Program Manager: L. Mintenko/ B. Elser
 Program Description: OW Equipment, Program Director/Coordinator Travel

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	14	-	-	44	50	-	50	50	100.0%	(50)	-	
60005	INTERNET SERVICE	32	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	4	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	21	84	49	80	100	-	100	100	100.0%	(100)	-	
60013	EXCESS BAGGAGE & TIPS	0	-	75	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	272	-	544	-	600	-	400	600	100.0%	(400)	-	
60020	SUPPLIES	31	30	94	-	-	10	-	(10)	-	10	100.0%	
60033	MEALS & ENTERTAINMENT	163	75	467	579	500	50	500	450	90.0%	(450)	(900.0%)	
60034	CAR RENTAL	925	695	1,531	1,505	2,640	600	600	2,040	77.3%	-	0.0%	
60035	CAR RENTAL-GAS	64	113	212	132	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	1,722	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	9,531	3,317	13,351	9,824	9,800	1,093	2,400	8,707	88.8%	(1,307)	(119.6%)	
60041	GROUND TRANSPORTATION	657	236	1,714	935	700	14	500	686	98.0%	(486)	(3471.4%)	
60042	LODGING	3,894	7,726	6,069	5,406	8,880	1,946	2,960	6,934	78.1%	(1,014)	(52.1%)	
60043	PER DIEM	1,783	1,949	3,480	2,268	2,736	931	1,040	1,805	66.0%	(109)	(11.7%)	
60046	LAUNDRY SERVICES	0	-	-	-	100	-	100	100	100.0%	(100)	-	
60049	HONORARIA - ATHLETES	0	-	1,000	-	-	-	-	-	-	-	-	
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	-	
60054	MEDAL MONEY - U S ATHLETES	750	-	6,700	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	78	-	-	-	-	-	-	-	-	
60058	MEDAL MONEY - FOREIGN ATHLETES	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	40	815	626	-	1,000	200	1,000	800	80.0%	(800)	(400.0%)	
60061	APPAREL	178	4	-	-	200	-	-	200	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	217	-	75	-	(75)	-	75	100.0%	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	1,165	-	-	-	-	-	-	-	
60098	DUES & FEES	2,090	38	16	108	-	-	-	-	-	-	-	
	TOTAL EXPENSES	20,444	15,086	37,728	22,264	27,306	4,919	9,650	22,387	-	(4,731)	(96.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OLYMPIC PREP CAMPS Program:3005
 Program Manager: L. Mintenko/ C. Brashier
 Program Description: 2 Olympic team camps before Games, one domestic and one international

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	105	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	24	-	-	-	100	-	-	100	100.0%	-	-	Use zoom now
60005	INTERNET SERVICE	35	-	-	-	-	-	1,000	-	-	(1,000)	-	Cellhire hot spot
60011	FREIGHT	3,780	-	-	-	15,000	-	15,000	15,000	100.0%	(15,000)	-	
60013	EXCESS BAGGAGE & TIPS	445	-	-	-	3,000	-	1,000	3,000	100.0%	(1,000)	-	
60015	PRINTING AND DUPLICATION	1,474	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	5,825	-	-	-	6,000	-	6,000	6,000	100.0%	(6,000)	-	Nutrition items, hygiene products, water venues
60033	MEALS & ENTERTAINMENT	3,506	-	-	-	15,000	-	3,500	15,000	100.0%	(3,500)	-	
60034	CAR RENTAL	1,082	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	427	-	-	-	500	-	500	500	100.0%	(500)	-	Palo Alto
60039	AIRFARE - VIK	6,927	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	121,032	-	-	-	325,620	-	244,500	325,620	100.0%	(244,500)	-	
60041	GROUND TRANSPORTATION	68,071	-	-	-	25,000	-	50,000	25,000	100.0%	(50,000)	-	Palo Alto increased camp and more expensive
60042	LODGING	368,485	-	-	-	551,940	-	700,560	551,940	100.0%	(700,560)	-	
60043	PER DIEM	16,593	-	-	-	19,635	-	17,200	19,635	100.0%	(17,200)	-	
60044	HOSPITALITY	213,049	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	2,183	-	-	-	2,500	-	4,000	2,500	100.0%	(4,000)	-	Laundry in PA and Singapore
60060	GEAR/EQUIPMENT/SIGNAGE	287	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	267	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	50,129	-	-	-	55,000	-	54,000	55,000	100.0%	(54,000)	-	Pool space, massage tables (increase rental cost Palo Alto)
60066	REPAIR/MAINTENANCE	140	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	11	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	3,461	-	-	-	-	-	40,000	-	-	(40,000)	-	COVID Testing
60098	DUES & FEES	5,119	-	-	-	5,000	-	5,000	5,000	100.0%	(5,000)	-	SafeTrip
	TOTAL EXPENSES	872,459	-	-	-	1,024,295	-	1,142,260	1,024,295	-	(1,142,260)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NAT. TEAM SPECIALTY CAMPS Program:3069
 Program Manager: L. Mintenko
 Program Description: Athlete onboarding

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	117	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	180	1,336	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	576	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	7,390	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,685	-	5,036	-	55,000	-	-	55,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	1,915	-	-	42	1,500	-	-	1,500	100.0%	-	-	
60042	LODGING	7,642	-	-	848	22,200	10,000	-	12,200	55.0%	10,000	100.0%	
60043	PER DIEM	1,664	-	-	168	4,400	-	-	4,400	100.0%	-	-	
60044	HOSPITALITY	2,783	-	-	-	10,000	-	-	10,000	100.0%	-	-	
60045	TICKETS	0	-	-	-	-	-	15,000	-	-	(15,000)	-	Virtual onboarding
60049	HONORARIA - ATHLETES	1,500	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	3,000	-	7,000	-	10,000	15,000	-	(5,000)	(50.0%)	15,000	100.0%	
60061	APPAREL	0	-	1,041	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	1,593	-	-	2,492	5,900	-	-	5,900	100.0%	-	-	
60085	GRAPHICS/ART WORK	0	-	425	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	21,899	-	21,797	4,885	109,000	25,000	15,000	84,000	-	10,000	40.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ALTITUDE TRAINING CAMPS Program:3071
 Program Manager: L. Mintenko/ J. Thomas
 Program Description: Altitude Training

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	25	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	50	45	60	240	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	-	170	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	14	148	50	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	26,299	20,850	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	8,293	6,789	-	-	-	-	-	-	-	-
60040	AIRFARE	28,444	16,707	500	500	26,000	15,000	20,000	11,000	42.3%	(5,000)	(33.3%)	-
60041	GROUND TRANSPORTATION	31	292	455	297	1,500	1,500	-	-	0.0%	1,500	100.0%	-
60042	LODGING	9,390	14,926	-	1,080	4,500	1,500	-	3,000	66.7%	1,500	100.0%	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	15	-	-	-	-	-	-	-	-
60075	AUTOMOBILE EXPENSE	0	-	40	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	-
60092	BANK FEES	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	9,250	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	47,189	31,984	35,794	29,991	32,000	18,000	20,000	14,000	-	(2,000)	(11.1%)	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM CAMPS Program:3073
 Program Manager: L. Mintenko/ J. Thomas
 Program Description: Camps for NT Athletes at OTC

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	14	279	-	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	50	-	200	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	1,347	1,126	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	2,320	1,031	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	10	1,500	-	-	1,500	100.0%	-	-	-
60034	CAR RENTAL	0	-	-	-	-	250	-	(250)	-	250	100.0%	-
60036	OTHER LODGING	0	-	-	3,080	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	48	-	-	-	-	-	-	-	-	-
60040	AIRFARE	5,170	4,258	14,658	14,190	18,000	19,750	9,000	(1,750)	(9.7%)	10,750	54.4%	-
60041	GROUND TRANSPORTATION	0	5,250	12,387	12,021	500	-	1,500	500	100.0%	(1,500)	-	-
60042	LODGING	1,440	31,220	-	-	-	-	4,500	-	-	(4,500)	-	-
60050	HONORARIA	1,000	-	16,500	5,000	-	-	-	-	-	-	-	-
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	830	7,954	19,200	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	-	18	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	354	583	299	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	7,610	43,323	55,855	55,049	20,000	20,000	15,000	-	-	5,000	25.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM INTERNATIONAL CAMPS Program:3076
 Program Manager: L. Mintenko/ C. Brashier
 Program Description: Camps before international competition. N/A in Olympic Year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	10,164	1,312	9,074	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	-	50	340	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	110	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	(236)	2,949	1,736	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	7,335	76,733	858	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	650	236	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	-	5,975	-	-	-	-	-	-	-	-
60040	AIRFARE	0	181,461	(3,527)	108,188	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	30,655	29,634	5,650	-	-	-	-	-	-	-	-
60042	LODGING	0	123,695	158,581	269,874	-	-	-	-	-	-	-	-
60043	PER DIEM	0	-	593	9,115	-	-	-	-	-	-	-	-
60044	HOSPITALITY	0	-	-	1,993	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	0	1,150	959	-	-	-	-	-	-	-	-	-
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	-
60061	APPAREL	0	556	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	10,066	12,310	38,050	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	187	142	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	835	4,876	2,045	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	14	-	995	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	366,532	284,848	454,003	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ADVANCE TEAM VISITS Program:3479
 Program Manager: L. Mintenko/ C Brashier
 Program Description: Site Visit Travel

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	7	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	60	-	22	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	2	15	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	91	230	70	84	500	-	200	500	100.0%	(200)	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	115	353	-	-	400	-	-	400	100.0%	-	-	
60034	CAR RENTAL	704	312	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	40	56	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	7,698	18,229	11,135	17,403	8,000	4,525	4,000	3,475	43.4%	525	11.6%	
60041	GROUND TRANSPORTATION	1,110	2,843	1,068	1,134	1,000	90	200	910	91.0%	(110)	(122.2%)	
60042	LODGING	2,974	3,546	3,353	3,889	4,440	210	1,200	4,230	95.3%	(990)	(471.4%)	
60043	PER DIEM	1,889	2,125	1,812	1,007	2,160	75	540	2,085	96.5%	(465)	(620.0%)	
60044	HOSPITALITY	0	1,488	-	453	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	77	-	-	200	-	30	200	100.0%	(30)	-	
60061	APPAREL	451	-	-	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	640	507	-	-	-	-	-	-	-	-	
60098	DUES & FEES	693	49	29	413	100	-	-	100	100.0%	-	-	
	TOTAL EXPENSES	15,836	29,962	17,997	24,381	16,800	4,900	6,170	11,900	-	(1,270)	(25.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
WORLD CUP ATHLETE SUPPORT Program:3021
Program Manager: L. Mintenko/ C. Brashier/ S. Miller
Program Description: Travel assistance for athletes to travel to FINA World Cup events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	71	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	3,081	(1,369)	-	-	-	-	-	-	-	
60040	AIRFARE	18,305	(180)	(652)	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	301	464	-	-	-	-	-	-	-	-	
60042	LODGING	3,329	1,246	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	40	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	855	210	1,621	786	-	800	800	(800)	-	-	0.0%	Accommodations
60092	BANK FEES	0	40	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	124	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	800	1,020	25	208	-	200	200	(200)	-	-	0.0%	FINA Fines
	TOTAL EXPENSES	23,360	2,801	4,539	(376)	-	1,000	1,000	(1,000)	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SWIM SQUADS Program:3024

Program Manager: N/A

Program Description: N/A

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	34	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	52	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,286	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	3,548	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	341	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	456	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	12,000	15,000	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	10,000	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	358	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	12,000	32,076	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 PRO SWIM SERIES ATHLETE SUPPORT Program:3025
 Program Manager: L. Mintenko/ S. Michael- Miller
 Program Description: Support for NT Athletes to attend PSS events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	16	14	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	26,345	900	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	344	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	475	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	(346)	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	83,700	106,000	115,400	155,000	200,000	125,000	(45,000)	(29.0%)	75,000	37.5%	
60051	ATHLETE MEET REIMBURSEMENTS	123,120	107,329	146,022	121,145	111,000	125,000	-	(14,000)	(12.6%)	125,000	100.0%	
60054	MEDAL MONEY - U S ATHLETES	184,221	130,872	277,780	440,438	356,000	361,000	50,000	(5,000)	(1.4%)	311,000	86.1%	
60055	AWARDS	0	-	6,001	-	-	-	150,000	-	-	(150,000)	-	
60058	MEDAL MONEY - FOREIGN ATHLETES	81,600	31,774	54,200	126,467	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	0	-	416	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	20	-	-	78	-	-	-	-	-	-	-	
60098	DUES & FEES	0	(1,000)	-	50	-	-	-	-	-	-	-	
	TOTAL EXPENSES	388,977	352,689	616,893	804,823	622,000	686,000	325,000	(64,000)	-	361,000	52.6%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE SUPPORT - STIPENDS & GRANTS Program:3101
 Program Manager: L. Mintenko/ S. Michael- Miller
 Program Description: athlete monthly assistance and grants

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60052	DO NOT USE !!	199,970	-	-	-	-	-		-	-	-	-	
60099	ATHLETE STIPEND	1,405,351	1,294,337	1,508,376	1,731,509	1,725,000	2,155,390	1,997,220	(430,390)	(25.0%)	158,170	7.3%	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	-	76,910	-	(76,910)	-	76,910	100.0%	
	TOTAL EXPENSES	1,605,320	1,294,337	1,508,376	1,731,509	1,725,000	2,232,300	1,997,220	(507,300)	-	235,080	10.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE SUPPORT - MEDALS & RECORDS Program:3103
 Program Manager: L. Mintenko/ S. Michael- Miller
 Program Description: Athlete medal bonuses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													No medal money needed for World Championships in 2021 as the Olympics will be the Operation Gold competition of the year.
60054	MEDAL MONEY - U S ATHLETES	1,564,286	708,750	450,000	472,500	1,010,000	-	1,010,000	1,010,000	100.0%	(1,010,000)	-	
	TOTAL EXPENSES	1,564,286	708,750	450,000	472,500	1,010,000	-	1,010,000	1,010,000	-	(1,010,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 PHILLIPS 66 ATHLETE SUPPORT Program:3106
 Program Manager: L. Mintenko/ S. Miller
 Program Description: Support for athletes to attend National Champs

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	3,111	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	575	-	-	-	-	-	-	-	-	-	
60051	ATHLETE MEET REIMBURSEMENTS	90,345	92,438	93,695	96,768	100,000	100,000	100,000	-	0.0%	-	0.0%	This is a set amount established by Phillips 66
60054	MEDAL MONEY - U S ATHLETES	0	1,300	45,323	32,147	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	363	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	90,708	94,313	142,129	128,915	100,000	100,000	100,000	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE SUPPORT-OP GOLD QUALIFICATION BONUS Program:3107
 Program Manager: L. Mintenko/ S. Michael- Miller
 Program Description: Operation Gold Qualification Bonus

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60053	RECORD BONUSES	0	-	-	582,832	670,000	45,000	573,000	625,000 93.3%	(528,000) (1173.3%)	
60054	MEDAL MONEY - U S ATHLETES	0	309,111	479,935	-	-	-	-	- -	- -	
	TOTAL EXPENSES	0	309,111	479,935	582,832	670,000	45,000	573,000	625,000 -	(528,000) (1173.3%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM UNIFORMING (VIK) Program:3110
 Program Manager: L. Mintenko/ K. O'Donnell
 Program Description: VIK usage from our Apparel Sponsors.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60062	APPAREL - VIK	183,294	263,754	197,910	324,429	325,000	325,000	75,000	-	0.0%	250,000	76.9%	Contingent on Arena contract.
	TOTAL EXPENSES	183,294	263,754	197,910	324,429	325,000	325,000	75,000	-	-	250,000	76.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE SUPPORT - OLYMPIC PREP Program:3120
 Program Manager: L. Mintenko
 Program Description: Support of NT Athletes for Olympic Success

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	47	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	-	2,086	-	-	-	-	-	-	-	-
60040	AIRFARE	0	423	-	-	-	-	-	-	-	-	-	-
60051	ATHLETE MEET REIMBURSEMENTS	0	-	-	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	22	-	-	-	-	-	-	-	-	-	-
60099	ATHLETE STIPEND	22,348	13,187	-	-	15,000	-	-	15,000	100.0%	-	-	-
60110	ATHLETE - TUITION	0	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	22,348	13,632	-	2,132	15,000	-	-	15,000	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
STRENGTH & CONDITIONING GRANT Program:3125
Program Manager: L. Mintenko
Program Description: N/A in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	813	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	2,053	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	13,483	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	285	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	53,052	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	29,955	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	99,641	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM INVESTMENT GRANT Program:3127
 Program Manager: L Mintenko/ S Michael Miller
 Program Description: Investment Grant for top ranked athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	135	122	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	898	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	2,747	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	107	-	-	-	-	-	-	-	
60052	DO NOT USE !!	0	35,849	(0)	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	17,860	1,731	-	-	-	-	-	-	-	-	
60061	APPAREL	0	831	(156)	-	-	-	-	-	-	-	-	
60100	GRANTS	0	161,746	587,699	543,115	300,000	140,000	-	160,000	53.3%	140,000	100.0%	
	TOTAL EXPENSES	0	216,421	589,396	546,867	300,000	140,000	-	160,000	-	140,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 FOUND TRAVEL & TRAIN ENDOWMENT Program:3130
 Program Manager: L. Mintenko/ S. Michael-Miller
 Program Description: Travel and Training Grant program for NT athletes.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60050	HONORARIA	0	-	1,200	-	-	-	-	-	-	-	-	
60052	DO NOT USE !!	0	19,120	-	-	-	-	-	-	-	-	-	
60100	GRANTS	0	19,662	29,785	54,970	50,000	100,000	50,000	(50,000)	(100.0%)	50,000	50.0%	NT Athlete club relief grants in 2020.
	TOTAL EXPENSES	0	38,782	30,985	54,970	50,000	100,000	50,000	(50,000)	-	50,000	50.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 FOUND ATH ENDOWMENTS Program:3131
 Program Manager: Lindsay Mintenko
 Program Description: Donor Athlete Partnership Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60049	HONORARIA - ATHLETES	0	27,500	-	-	-	-	-	-	-	-	-	
60100	GRANTS	0	-	62,500	114,999	80,000	80,000	80,000	-	0.0%	-	0.0%	
	TOTAL EXPENSES	0	27,500	62,500	114,999	80,000	80,000	80,000	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DOPING CONTROL Program:3453
Program Manager: S. Miller
Program Description: Doping Control Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	23	49	-	17	153	153	-	-	0.0%	153	100.0%	
60005	INTERNET SERVICE	0	-	-	-	150	150	-	-	0.0%	150	100.0%	
60011	FREIGHT	0	27	242	488	100	100	-	-	0.0%	100	100.0%	
60013	EXCESS BAGGAGE & TIPS	70	-	75	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	426	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	44	45	88	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	3,000	2,000	2,100	1,000	33.3%	(100)	(5.0%)	
60033	MEALS & ENTERTAINMENT	0	-	-	120	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,449	1,073	951	461	1,350	1,350	300	-	0.0%	1,050	77.8%	
60035	CAR RENTAL-GAS	116	67	134	25	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	298	1,091	-	-	-	-	-	-	-	
60040	AIRFARE	3,718	2,611	5,758	2,419	4,000	2,000	150	2,000	50.0%	1,850	92.5%	
60041	GROUND TRANSPORTATION	509	472	475	140	-	-	-	-	-	-	-	
60042	LODGING	5,335	5,625	5,021	2,535	7,030	500	2,960	6,530	92.9%	(2,460)	(492.0%)	
60043	PER DIEM	2,629	1,851	2,198	646	2,166	500	1,040	1,666	76.9%	(540)	(108.0%)	
60045	TICKETS	0	-	-	100	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	250	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	650	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	-	-	100	-	-	-	-	-	-	-	
60094	LEGAL FEES	0	-	-	-	1,001	1,247	-	(246)	(24.6%)	1,247	100.0%	
60097	OTHER PROFESSIONAL SERVICES	21,183	16,696	-	-	10,000	2,500	-	7,500	75.0%	2,500	100.0%	
60098	DUES & FEES	4,700	-	2,700	-	18,500	2,000	13,100	16,500	89.2%	(11,100)	(555.0%)	
	TOTAL EXPENSES	39,732	28,515	17,896	9,557	47,450	12,500	19,650	34,950	-	(7,150)	(57.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH EDUCATION Program:3010
Program Manager: L. Mintenko/ M. Barbini
Program Description: Coach Mentoring Program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	9	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	-	214	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	209	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	491	78	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	-	1,779	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	772	1,469	1,017	1,141	-	-	-	-	-	-	-	-
60034	CAR RENTAL	1,556	1,015	2,415	1,546	3,600	-	-	3,600	100.0%	-	-	-
60035	CAR RENTAL-GAS	53	636	94	289	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	5,648	5,242	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	4,035	5,993	-	-	-	-	-	-	-	-
60040	AIRFARE	6,959	7,261	422	-	6,000	-	-	6,000	100.0%	-	-	-
60041	GROUND TRANSPORTATION	80	159	254	476	-	-	-	-	-	-	-	-
60042	LODGING	5,519	7,349	-	-	8,880	-	-	8,880	100.0%	-	-	-
60043	PER DIEM	0	-	-	-	2,736	-	-	2,736	100.0%	-	-	-
60050	HONORARIA	6,500	5,500	4,500	1,000	5,500	3,000	-	2,500	45.5%	3,000	100.0%	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	1,400	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	900	4,300	-	5,000	-	(5,000)	-	5,000	100.0%	-
60098	DUES & FEES	0	4,107	7,774	10,505	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	21,658	27,986	28,750	32,270	26,716	8,000	-	18,716	-	8,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM COACHES MEETING Program:3077
 Program Manager: L. Mintenko/ K. Floyd
 Program Description: Coaches Meeting for NT and NJT coaches

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	8	65	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	10	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	53	-	305	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	262	-	217	217	500	-	-	500	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	65	671	391	-	-	-	-	-	-	-	
60020	SUPPLIES	0	345	495	180	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	467	603	35	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	338	169	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	129	14	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	23,637	26,614	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	1,243	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	252	-	-	-	-	-	-	-	-	
60040	AIRFARE	423	49,530	36,967	36,175	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	2,358	3,150	2,317	-	-	-	-	-	-	-	
60042	LODGING	3,670	20,642	2,188	968	3,000	-	-	3,000	100.0%	-	-	
60043	PER DIEM	0	-	5,441	3,808	-	-	-	-	-	-	-	
60044	HOSPITALITY	1,270	8,010	13,735	16,668	1,500	-	-	1,500	100.0%	-	-	
60045	TICKETS	0	-	-	3,730	-	-	-	-	-	-	-	
60050	HONORARIA	0	4,000	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	1,728	4,109	2,123	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	12,811	5,835	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	10,000	3,800	14,488	-	-	500	-	-	(500)	-	Virtual impact coaches meeting
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	5,678	97,612	109,813	113,624	5,000	-	500	5,000	-	(500)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR TEAM COACHES MEETING Program:3078
Program Manager: L. Mintenko
Program Description: Jr. Team Coaches Meeting

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 TEAM LOGISTICS SEMINAR Program:3079
 Program Manager: L. Mintenko/ C. Brashier
 Program Description: Twice a year team manager seminar in conjunction with convention. N/A.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60015	PRINTING AND DUPLICATION	11	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	282	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	213	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	57	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	563	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OLYMPIC TEAM PREP ASSISTANCE Program:3210
 Program Manager: L. Mintenko
 Program Description: Support for clubs to support NT Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	184	-	724	3,000	500	-	2,500	83.3%	500	100.0%	
60036	OTHER LODGING	0	-	-	1,811	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	1,946	-	-	-	-	-	-	-	
60040	AIRFARE	719	221	-	-	6,500	2,000	-	4,500	69.2%	2,000	100.0%	
60041	GROUND TRANSPORTATION	207	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	136	1,785	-	-	12,950	5,000	-	7,950	61.4%	5,000	100.0%	
60043	PER DIEM	0	-	-	802	3,990	2,000	-	1,990	49.9%	2,000	100.0%	
60049	HONORARIA - ATHLETES	5,000	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	5,000	5,000	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	4,858	180	15,000	-	-	-	-	-	-	-	-	
60100	GRANTS	0	-	-	45,000	60,000	45,000	50,000	15,000	25.0%	(5,000)	(11.1%)	HC Club Grants and Travel via Foundation Donor Gift.
	TOTAL EXPENSES	10,919	7,370	20,000	50,283	86,440	54,500	50,000	31,940	-	4,500	8.3%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
COACH INCENTIVE & REWARD PROGRAM Program:3203
Program Manager: L. Mintenko
Program Description: Payments to coaches for Op Gold Medal performances by athletes.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60055	AWARDS	330,000	330,001	326,464	330,001	330,000	-	330,000	330,000	100.0%	(330,000)	-	Will use these funds for the 2021 Coach Incentive program for the 2021 Olympic Games.
	TOTAL EXPENSES	330,000	330,001	326,464	330,001	330,000	-	330,000	330,000	-	(330,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM TECH ADVISOR Program:3220
 Program Manager: L. Mintenko
 Program Description: Expenses for NT Tech Advisor.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60017	PERSONAL CAR MILEAGE	0	-	212	415	-	45	-	(45)	-	45 100.0%
60020	SUPPLIES	0	-	71	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	197	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	2,156	2,771	1,800	-	-	1,800	100.0%	-
60035	CAR RENTAL-GAS	0	-	60	15	-	-	-	-	-	-
60036	OTHER LODGING	0	-	5,042	9,097	-	1,550	-	(1,550)	-	1,550 100.0%
60038	OTHER AIRFARE	0	-	1,955	-	-	-	-	-	-	-
60040	AIRFARE	0	-	3,445	3,787	5,600	-	-	5,600	100.0%	-
60041	GROUND TRANSPORTATION	0	-	148	933	-	50	-	(50)	-	50 100.0%
60042	LODGING	0	-	-	-	6,290	-	-	6,290	100.0%	-
60043	PER DIEM	0	-	2,988	3,664	1,938	445	-	1,493	77.0%	445 100.0%
60097	OTHER PROFESSIONAL SERVICES	0	-	3,800	-	-	-	-	-	-	-
61056	CONTRACT LABOR-NATIONAL TEAM	0	-	30,000	60,000	60,000	40,000	-	20,000	33.3%	40,000 100.0%
	TOTAL EXPENSES	0	-	50,073	80,682	75,628	42,090	-	33,538	-	42,090 100.0%

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM CONSULTANTS Program:3222
 Program Manager: L. Mintenko
 Program Description: Consultant to National Team.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	206	97	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	23	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	46	-	37	-	500	-	-	500	100.0%	-	-	-
60020	SUPPLIES	61	-	-	-	192	-	-	192	100.0%	-	-	-
60033	MEALS & ENTERTAINMENT	279	-	145	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	737	-	701	579	675	300	-	375	55.6%	300	100.0%	-
60035	CAR RENTAL-GAS	132	-	54	38	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	2,589	1,688	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	2,750	-	2,384	1,751	3,000	1,500	-	1,500	50.0%	1,500	100.0%	-
60041	GROUND TRANSPORTATION	944	-	420	453	-	-	-	-	-	-	-	-
60042	LODGING	4,004	-	-	-	3,330	3,000	-	330	9.9%	3,000	100.0%	-
60043	PER DIEM	197	-	432	401	1,026	800	-	226	22.0%	800	100.0%	-
60044	HOSPITALITY	0	-	847	-	1,500	-	-	1,500	100.0%	-	-	-
60050	HONORARIA	0	-	-	3,000	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	49	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	0	-	-	16	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	22,000	26,400	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	-	180	100	-	-	-	-	-	-	-	-
61056	CONTRACT LABOR-NATIONAL TEAM	16,000	-	-	-	26,400	26,400	-	-	0.0%	26,400	100.0%	-
	TOTAL EXPENSES	25,172	-	30,044	34,523	36,623	32,000	-	4,623	-	32,000	100.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OLYMPIC STAFF RECOGNITION Program:3460
 Program Manager: L. Mintenko
 Program Description: Allowance for incidentals for international team staff.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60034	CAR RENTAL	145	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	34	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	9,860	5,160	3,060	11,420	-	-	-	-	-	-	-	
60050	HONORARIA	18,575	25,950	8,700	13,450	30,000	-	-	30,000	100.0%	-	-	
60056	PROTOCOL/GIFTS	0	-	-	4,500	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	28,613	31,110	11,760	29,370	30,000	-	-	30,000	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 USOPC PRACTITIONER TRAVEL SUPPORT Program:3310
 Program Manager: L. Mintenko/ K. Robinson
 Program Description: Travel for USOPC providers

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60013	EXCESS BAGGAGE & TIPS	0	186	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	168	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	8,396	5,425	17,435	5,004	4,700	10,000	304	6.1%	(5,300)	(112.8%)	
60033	MEALS & ENTERTAINMENT	0	-	176	51	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	529	1,990	1,200	800	300	400	33.3%	500	62.5%	
60035	CAR RENTAL-GAS	0	-	34	6	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	4,974	10,129	-	-	-	-	-	-	-	-
60040	AIRFARE	0	12,861	8,934	19,395	13,200	1,000	3,600	12,200	92.4%	(2,600)	(260.0%)	
60041	GROUND TRANSPORTATION	0	352	246	250	-	-	80	-	-	(80)	-	-
60042	LODGING	0	15,588	-	9,794	26,160	1,000	4,070	25,160	96.2%	(3,070)	(307.0%)	
60043	PER DIEM	0	302	-	-	3,936	500	650	3,436	87.3%	(150)	(30.0%)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	260	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	1,108	2,000	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	764	-	76	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	38,617	21,426	61,388	49,500	8,000	18,700	41,500	-	(10,700)	(133.8%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
NATIONAL TEAM PERFORMANCE SUPPORT Program:3301
Program Manager: L. Mintenko/ K. Arnold
Program Description: NT High Performance Support

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	14	113	161	89	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	6	4	-	13	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	6	-	6	-	-	-	-	-	-	-	
60011	FREIGHT	8,606	6,156	6,925	6,460	10,000	5,000	10,000	5,000	50.0%	(5,000)	(100.0%)	
60013	EXCESS BAGGAGE & TIPS	110	130	95	30	100	100	100	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	437	338	2,168	1,079	2,000	1,000	2,000	1,000	50.0%	(1,000)	(100.0%)	
60019	FURNITURE & FIXTURES	0	955	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	4,599	760	184	1,011	2,500	1,000	2,500	1,500	60.0%	(1,500)	(150.0%)	
60030	SOFTWARE	180	13,765	629	599	1,000	600	1,000	400	40.0%	(400)	(66.7%)	
60033	MEALS & ENTERTAINMENT	1,535	1,803	3,467	3,259	3,000	2,000	2,000	1,000	33.3%	-	0.0%	
60034	CAR RENTAL	6,485	6,562	10,297	8,495	12,525	4,000	2,700	8,525	68.1%	1,300	32.5%	
60035	CAR RENTAL-GAS	493	484	860	966	1,000	500	1,000	500	50.0%	(500)	(100.0%)	
60036	OTHER LODGING	0	-	2,878	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	23,707	25,992	27,807	26,922	28,800	5,000	13,800	23,800	82.6%	(8,800)	(176.0%)	
60041	GROUND TRANSPORTATION	4,054	4,223	5,310	5,059	3,000	-	3,000	3,000	100.0%	(3,000)	-	
60042	LODGING	62,726	37,914	50,031	45,146	54,020	6,000	19,240	48,020	88.9%	(13,240)	(220.7%)	
60043	PER DIEM	14,953	14,168	15,948	14,330	15,600	4,700	7,280	10,900	69.9%	(2,580)	(54.9%)	
60044	HOSPITALITY	507	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	32	78	43	-	100	100	-	-	0.0%	100	100.0%	
60050	HONORARIA	0	-	500	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	8,010	21,868	14,036	2,880	10,000	5,000	10,000	5,000	50.0%	(5,000)	(100.0%)	
60061	APPAREL	1,431	-	261	-	2,000	2,000	2,000	-	0.0%	-	0.0%	
60065	EQUIPMENT/SPACE RENTAL	192	-	-	-	-	-	-	-	-	-	-	
60066	REPAIR/MAINTENANCE	0	-	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	1,451	-	4,862	-	2,000	2,000	2,000	-	0.0%	-	0.0%	
60071	TELEVISION/VIDEO PRODUCTION	13,703	9,840	9,724	15,315	15,000	15,000	15,000	-	0.0%	-	0.0%	
60080	SUBSCRIPTIONS	0	120	-	7	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	3,859	-	733	35	-	-	-	-	-	-	-	
60098	DUES & FEES	610	-	6	194	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	4,918	600	-	-	6,500	-	6,700	6,500	100.0%	(6,700)	-	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	162,618	145,877	156,927	131,894	170,145	55,000	101,320	115,145	-	(46,320)	(84.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT SCIENCE GRANTS Program:3311
Program Manager: Lindsay Mintenko
Program Description: Open Water wet suit study. N/A.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
60098	EXPENSES:												
	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT MEDICINE & SCIENCE NETWORK Program:3353
Program Manager: L. Mintenko/ K. Robinson

Program Description: Support for NT Athletes at Competitions/ SMSN annual conference and training.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	254	260	362	298	-	-	-	-	-	-	-	
60010	POSTAGE	0	0	2	26	75	5	-	70	93.3%	5	100.0%	
60011	FREIGHT	1,721	1,423	3,289	5,096	3,000	2,000	400	1,000	33.3%	1,600	80.0%	
60013	EXCESS BAGGAGE & TIPS	1,255	370	610	390	-	250	-	(250)	-	250	100.0%	
60015	PRINTING AND DUPLICATION	254	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	663	341	1,658	1,268	1,000	-	-	1,000	100.0%	-	-	
60020	SUPPLIES	7,057	2,562	14,848	9,452	8,000	500	500	7,500	93.8%	-	0.0%	
60033	MEALS & ENTERTAINMENT	534	1,000	683	1,242	2,000	1,000	500	1,000	50.0%	500	50.0%	
60034	CAR RENTAL	1,355	669	4,618	597	1,950	1,000	2,700	950	48.7%	(1,700)	(170.0%)	
60035	CAR RENTAL-GAS	78	72	146	10	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	18,171	16,944	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	13,178	8,600	17,224	18,999	9,000	4,000	6,000	5,000	55.6%	(2,000)	(50.0%)	
60041	GROUND TRANSPORTATION	931	610	1,711	1,455	-	-	-	-	-	-	-	
60042	LODGING	12,756	11,081	2,425	-	15,525	6,000	10,360	9,525	61.4%	(4,360)	(72.7%)	
60043	PER DIEM	4,437	404	3,393	-	4,446	1,500	3,640	2,946	66.3%	(2,140)	(142.7%)	
60044	HOSPITALITY	3,142	1,764	2,727	2,454	-	-	-	-	-	-	-	
60050	HONORARIA	500	1,500	-	-	5,004	-	-	5,004	100.0%	-	-	
60055	AWARDS	0	20	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	281	372	-	-	500	500	500	-	0.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	2,383	1,618	1,526	4,469	5,000	2,000	1,000	3,000	60.0%	1,000	50.0%	
60061	APPAREL	2,575	346	954	1,290	1,500	500	-	1,000	66.7%	500	100.0%	
60065	EQUIPMENT/SPACE RENTAL	50	2,588	1,308	200	500	-	500	500	100.0%	(500)	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	8,816	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	-	-	1,200	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	109	120	133	76	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	30,538	16,470	12,155	50,706	37,000	43,200	17,300	(6,200)	(16.8%)	25,900	60.0%	
60098	DUES & FEES	(1,634)	(3,294)	16,205	(1,125)	1,500	500	1,500	1,000	66.7%	(1,000)	(200.0%)	
61024	STAFF DEVELOPMENT	0	-	335	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	82,416	48,896	113,299	115,046	96,000	62,955	44,900	33,045	-	18,055	28.7%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ELITE ATHLETE ACCIDENT COVERAGE Program:3155
 Program Manager: L. Mintenko/ S. Miller
 Program Description: Additional Health Insurance for NT/ EAH Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60096	INSURANCE	0	-	24,300	35,500	-	-	-	-	-	-	-	
60098	DUES & FEES	576	-	426	-	-	500	-	(500)	-	500	100.0%	
62045	ELITE ATHLETE ACCIDENT	47,250	34,222	8,525	-	35,550	35,550	36,000	-	0.0%	(450)	(1.3%)	
	TOTAL EXPENSES	47,826	34,222	33,251	35,500	35,550	36,050	36,000	(500)	-	50	0.1%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE HEALTH PROGRAMS Program:3200
 Program Manager: L Mintenko/ K Robinson
 Program Description: Health program for NT athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60036	OTHER LODGING	0	-	298	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	345	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	6,000	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	200	50	150	8,508	-	100	-	(100)	-	100	100.0%	
60098	DUES & FEES	0	-	75	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	200	50	867	14,508	-	100	-	(100)	-	100	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETES AND COACH WELLNESS Program:3201
 Program Manager: L. Mintenko/ K.Robinson
 Program Description: Wellness program for athletes and coaches.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60067	EVENT - VENUE	0	-	-	329	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	13,579	75,000	50,000	50,000	25,000	33.3%	-	0.0%	Mental health initiatives
	TOTAL EXPENSES	0	-	-	13,908	75,000	50,000	50,000	25,000	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SPORT MEDICINE & SCIENCE PROGRAM SUPPORT Program:3390
Program Manager: L. Mintenko/ K. Robinson
Program Description: Travel and supplies for NT staff Sports Med Director.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60017	PERSONAL CAR MILEAGE	0	-	-	191	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	65	8,000	2,500	2,500	5,500	68.8%	-	0.0%	
60033	MEALS & ENTERTAINMENT	0	-	-	175	-	-	500	-	-	(500)	-	
60034	CAR RENTAL	0	-	-	4,141	3,600	1,000	600	2,600	72.2%	400	40.0%	
60040	AIRFARE	0	-	-	4,904	8,500	2,500	4,200	6,000	70.6%	(1,700)	(68.0%)	
60041	GROUND TRANSPORTATION	0	-	-	1,831	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	9,346	11,470	3,500	6,290	7,970	69.5%	(2,790)	(79.7%)	
60043	PER DIEM	0	-	-	4,470	4,118	2,200	2,210	1,918	46.6%	(10)	(0.5%)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	3,000	300	2,700	2,700	90.0%	(2,400)	(800.0%)	
60098	DUES & FEES	0	-	-	105	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	25,228	38,688	12,000	19,000	26,688	-	(7,000)	(58.3%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ATHLETE TESTING & LAB EXPENSES Program:3351
 Program Manager: L. Mintenko/ D. McCarthy
 Program Description: Supplies and Services for NT Athletes Blood Draws and Recovery

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	11	21	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	263	388	-	-	100	100	-	-	0.0%	100	100.0%	
60020	SUPPLIES	860	-	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	
60040	AIRFARE	0	11	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	19,086	21,720	19,357	21,135	23,000	8,900	10,000	14,100	61.3%	(1,100)	(12.4%)	
	TOTAL EXPENSES	20,220	22,140	19,357	21,135	24,100	10,000	10,000	14,100	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 CLUB INVESTMENT Program:3480
 Program Manager: L. Mintenko
 Program Description: N/A this quad.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
60100	EXPENSES:												
	GRANTS	299,999	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	299,999	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM EQUIPMENT Program:3481
 Program Manager: L. Mintenko
 Program Description: MISC Expenses for National Team Athletes

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	2,833	158	-	-	1,500	-	1,000	1,500	100.0%	(1,000)	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60019	FURNITURE & FIXTURES	0	-	-	753	-	-	-	-	-	-	-	
60020	SUPPLIES	1,310	7,008	2,771	58	5,000	-	5,000	5,000	100.0%	(5,000)	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	410	78	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	1,329	3,334	-	84	1,500	-	1,500	1,500	100.0%	(1,500)	-	
60061	APPAREL	1,039	183	-	-	1,500	-	-	1,500	100.0%	-	-	
60090	DEPRECIATION & AMORTIZATION	4,920	1,309	10,242	12,889	15,000	15,000	7,000	-	0.0%	8,000	53.3%	
60096	INSURANCE	0	-	-	-	1,000	-	1,000	1,000	100.0%	(1,000)	-	
60097	OTHER PROFESSIONAL SERVICES	(0)	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	282	-	-	605	-	-	-	-	-	-	-	
	TOTAL EXPENSES	11,712	12,402	13,090	14,389	25,500	15,000	15,500	10,500	-	(500)	(3.3%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
TEAM MANAGEMENT TECHNOLOGY Program:3499
Program Manager:L Mintenko
Program Description: Teamworks Subscriptions

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments	
SECTION 2:														
60080	EXPENSES:													
	SUBSCRIPTIONS	0	-	64,800	58,799	69,415	69,415	-	-	0.0%	69,415	100.0%		
	TOTAL EXPENSES	0	-	64,800	58,799	69,415	69,415	-	-	-	69,415	100.0%		

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONAL TEAM SELECTION Program:3496

Program Manager: L. Mintenko

Program Description: Staff travel and freight for selection meet processing

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	500	-	-	500	100.0%	-	-	
60011	FREIGHT	487	2	2,006	-	10,000	-	-	10,000	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	100	-	-	-	300	-	-	300	100.0%	-	-	
60017	PERSONAL CAR MILEAGE	89	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	78	-	332	-	1,060	-	-	1,060	100.0%	-	-	
60034	CAR RENTAL	0	-	-	599	-	-	-	-	-	-	-	
60040	AIRFARE	2,147	-	-	-	800	-	-	800	100.0%	-	-	
60041	GROUND TRANSPORTATION	90	-	-	26	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	2,057	3,700	-	-	3,700	100.0%	-	-	
60043	PER DIEM	1,048	-	-	568	1,140	-	-	1,140	100.0%	-	-	
60056	PROTOCOL/GIFTS	1,594	162	4,956	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	2,364	-	-	-	2,000	-	-	2,000	100.0%	-	-	10.12.2020: Eliminated - Processing at camp
60097	OTHER PROFESSIONAL SERVICES	676	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	8,671	164	7,294	3,250	19,500	-	-	19,500	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OPEN WATER DEVELOPMENT COMMITTEE Program:3850
Program Manager: L. Mintenko
Program Description: Committee Meetings

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	32	34	45	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	8	20	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	218	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	358	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	35	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	3,134	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	174	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	1,673	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	936	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	481	1,009	493	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	75	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	7,050	1,063	613	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPEN WATER COMMITTEE Program:3868
 Program Manager: L. Mintenko/ B. Elser
 Program Description: OW Steering Committee. Budgeting "virtual" meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	39	49	64	76	300	35	-	265	88.3%	35	100.0%	
60013	EXCESS BAGGAGE & TIPS	46	-	-	-	-	-	500	-	-	(500)	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	57	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	45	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	345	202	195	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	21	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,118	1,944	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	850	427	-	-	-	-	-	-	-	
60040	AIRFARE	3,501	5,448	1,871	3,772	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	29	187	92	68	-	-	-	-	-	-	-	
60042	LODGING	2,160	2,778	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	102	701	399	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	600	387	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	190	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	943	1,697	-	695	-	-	-	-	-	-	-	
	TOTAL EXPENSES	7,811	11,471	5,588	7,228	300	35	500	265	-	(465)	(1328.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SPORTS MEDICINE Program:3846
 Program Manager: L. Mintenko/ K.Robinson
 Program Description: Sport Science Committee. Budgeting "virtual" meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	54	-	-	-	250	250	-	-	0.0%	250	100.0%	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	4	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	92	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	100	-	-	-	-	-	-	-	-	
60040	AIRFARE	364	442	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	10	-	-	-	-	-	-	-	-	
60042	LODGING	474	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	1,500	-	-	-	250	250	500	-	0.0%	(250)	(100.0%)	
60065	EQUIPMENT/SPACE RENTAL	553	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	225	75	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	3,173	517	202	-	500	500	500	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OLYMPIC INTERNATIONAL OPERATIONS Program:3881
 Program Manager: L. Mintenko
 Program Description: Annual Meeting at Convention.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL STEERING COMMITTEE Program:3882
 Program Manager: L. Mintenko
 Program Description: Development Meetings for Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	17	43	127	17	250	-	-	250	100.0%	-	-	
60011	FREIGHT	58	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	7	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	91	-	95	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	1,520	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,048	2,083	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	3,650	2,800	2,011	8,821	5,000	-	-	5,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	212	99	39	39	-	-	-	-	-	-	-	
60042	LODGING	4,062	831	-	225	1,850	-	-	1,850	100.0%	-	-	
60043	PER DIEM	338	424	63	78	-	-	-	-	-	-	-	
60044	HOSPITALITY	5,998	-	4,124	1,421	3,000	1,500	-	1,500	50.0%	1,500	100.0%	
60056	PROTOCOL/GIFTS	0	-	-	-	250	-	-	250	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	296	114	2,733	861	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	120	-	-	-	500	-	-	(500)	-	
	TOTAL EXPENSES	14,721	4,310	11,366	15,065	10,350	1,500	500	8,850	-	1,000	66.7%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM EVALUATION Program:3884
 Program Manager: L. Mintenko
 Program Description: NT Trip Evaluation Committee

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60080	SUBSCRIPTIONS	204	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	300	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	504	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NATIONAL TEAM ATHLETE COMMITTEE Program:3888
 Program Manager: L. Mintenko
 Program Description: NT Athletes Committee. Budgeting "virtual" meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	38	12	65	250	250	-	-	0.0%	250	100.0%	
60034	CAR RENTAL	0	-	120	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	1,503	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	851	593	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	69	-	-	-	-	-	-	-	-	
60042	LODGING	0	796	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	432	100	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	599	1,166	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	250	250	-	-	0.0%	250	100.0%	
60065	EQUIPMENT/SPACE RENTAL	0	948	430	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	75	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	3,739	4,014	65	500	500	-	-	-	500	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:3990
Program Manager: L. Mintenko
Program Description: Admin Support for NT

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	3,735	4,526	3,100	3,000	3,000	100	3.2%	-	0.0%	
60002	LONG DISTANCE PHONE SERVICE	377	515	194	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	16,660	15,701	20,112	23,580	26,200	27,100	27,100	(900)	(3.4%)	-	0.0%	
60004	CONFERENCE CALLS	154	134	192	157	200	900	900	(700)	(350.0%)	-	0.0%	
60005	INTERNET SERVICE	10	20	-	204	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	869	865	943	787	1,000	1,300	1,300	(300)	(30.0%)	-	0.0%	
60010	POSTAGE	1,241	1,345	694	1,208	1,500	1,200	1,200	300	20.0%	-	0.0%	
60011	FREIGHT	1,706	5,130	3,185	2,277	3,600	3,200	3,200	400	11.1%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	200	-	170	60	100	100	100	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	5,704	7,241	6,745	5,639	5,600	4,200	4,200	1,400	25.0%	-	0.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	1,255	832	2,093	1,617	1,500	1,700	1,700	(200)	(13.3%)	-	0.0%	
60019	FURNITURE & FIXTURES	1,905	2,269	920	-	-	-	-	-	-	-	-	
60020	SUPPLIES	9,236	7,389	6,295	5,773	5,600	5,200	5,200	400	7.1%	-	0.0%	
60025	ADVERTISING	0	-	-	1,250	1,250	1,250	1,250	-	0.0%	-	0.0%	
60033	MEALS & ENTERTAINMENT	1,520	802	2,905	2,763	3,600	2,500	2,500	1,100	30.6%	-	0.0%	
60034	CAR RENTAL	1,883	783	7,202	1,554	1,200	1,200	-	-	0.0%	1,200	100.0%	
60035	CAR RENTAL-GAS	14	99	694	141	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	1,960	242	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	9,342	1,508	-	-	-	-	-	-	-	-	
60040	AIRFARE	10,203	5,122	21,012	18,598	9,000	5,000	1,800	4,000	44.4%	3,200	64.0%	
60041	GROUND TRANSPORTATION	1,664	1,233	4,241	3,433	1,000	1,000	1,000	-	0.0%	-	0.0%	
60042	LODGING	6,119	5,400	23,759	13,499	11,285	6,200	2,035	5,085	45.1%	4,165	67.2%	
60043	PER DIEM	4,209	1,493	8,297	5,438	3,477	3,477	910	-	0.0%	2,567	73.8%	
60044	HOSPITALITY	266	1,398	8,034	4,606	6,200	4,000	4,000	2,200	35.5%	-	0.0%	
60047	GOLDEN GOGGLES	0	-	-	10,890	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	38	3,001	561	328	550	300	300	250	45.5%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	46	313	90	-	-	-	-	-	-	-	-	
60061	APPAREL	578	-	475	-	600	-	-	600	100.0%	-	-	
60062	APPAREL - VIK	0	-	103	-	-	-	-	-	-	-	-	
60064	BUILDING RENT	51,325	58,895	60,073	62,041	84,500	58,000	58,700	26,500	31.4%	(700)	(1.2%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	693	854	2,605	3,492	3,900	1,400	1,400	2,500	64.1%	-	0.0%	
60066	REPAIR/MAINTENANCE	593	330	247	-	500	-	-	500	100.0%	-	-	
60070	CAMERA, PHOTO, VIDEO	0	1,460	16	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	(71)	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	61	59	78	51	100	200	200	(100)	(100.0%)	-	0.0%	
60080	SUBSCRIPTIONS	928	2,421	2,821	3,464	3,800	4,000	4,000	(200)	(5.3%)	-	0.0%	
60085	GRAPHICS/ART WORK	0	-	575	-	-	-	-	-	-	-	-	
60086	TRAVEL AGENCY FEES	0	13,472	34,460	45,361	45,000	45,000	45,000	-	0.0%	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	67,556	70,500	68,759	77,542	76,600	81,000	74,900	(4,400)	(5.7%)	6,100	7.5%	
60094	LEGAL FEES	0	1,143	5,266	-	500	-	-	500	100.0%	-	-	
60096	INSURANCE	0	-	-	26	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	13,137	10,066	9,740	19,823	16,800	20,000	13,655	(3,200)	(19.0%)	6,345	31.7%	
60098	DUES & FEES	12,474	8,205	3,716	6,354	9,500	6,500	6,500	3,000	31.6%	-	0.0%	
61006	VISION PREMIUMS	0	-	-	13	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	0	-	-	-	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	20	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	89	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	-	4,400	-	-	4,400	100.0%	-	-	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	212,625	237,761	314,475	326,848	332,162	288,977	266,100	43,185	-	22,877	7.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NT DIVISION TRAVEL Program:3991

Program Manager: L. Mintenko

Program Description: National Team Director, Other related travel expenses.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	14	16	15	-	-	-	-	-	-	-	-	-
60003	CELLULAR PHONE CHARGES	5,405	2,671	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	3	6	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	62	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	593	77	-	-	-	-	-	-	-	-	-	-
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	15	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	10,840	8,124	389	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	5,763	3,911	-	-	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	651	313	-	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	317	-	-	-	-	-	-	-	-	-
60039	AIRFARE - VIK	2,285	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	21,038	8,545	-	355	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	2,120	1,112	107	-	-	-	-	-	-	-	-	-
60042	LODGING	19,874	8,704	-	-	-	-	-	-	-	-	-	-
60043	PER DIEM	8,096	2,554	169	-	-	-	-	-	-	-	-	-
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	-
60046	LAUNDRY SERVICES	0	-	28	-	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	15	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	-
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	-
60080	SUBSCRIPTIONS	497	(71)	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	81	185	-	293,779	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	77,353	36,147	1,026	294,134	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:3999
Program Manager: Tim Hinchey, CEO
Program Description: Salary and Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60101	FOUNDATION ALLOCATION	0	-	(3,394)	(5,255)	-	(5,300)	(5,300)	5,300	-	-	0.0%	
61000	SALARIES	1,435,924	1,339,438	1,380,464	1,405,010	1,393,377	1,285,996	1,368,965	107,381	7.7%	(82,969)	(6.5%)	
61006	VISION PREMIUMS	2,758	2,563	1,721	1,607	-	1,442	1,627	(1,442)	-	(185)	(12.8%)	
61010	MOVING EXPENSES	4,496	-	1,391	-	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	1,500	-	-	-	-	-	-	-	-	-	-	
61014	PAYROLL TAXES	95,788	90,987	96,151	98,655	98,090	92,502	97,265	5,588	5.7%	(4,763)	(5.1%)	
61015	PENSION CONTRIBUTION	117,098	107,156	111,970	125,486	136,500	126,760	128,647	9,740	7.1%	(1,887)	(1.5%)	
61017	HEALTH	151,809	140,204	133,689	138,487	202,069	151,325	160,921	50,744	25.1%	(9,596)	(6.3%)	
61018	DISABILITY INSURANCE	8,281	10,687	6,799	6,777	-	6,804	7,055	(6,804)	-	(251)	(3.7%)	
61019	DENTAL INSURANCE	10,391	9,176	7,449	7,713	-	8,632	9,462	(8,632)	-	(830)	(9.6%)	
61020	WORKERS COMPENSATION INSURAN	2,970	2,722	2,997	3,055	-	3,500	3,500	(3,500)	-	-	0.0%	
61022	EYE CARE REIMBURSEMENTS	0	645	600	-	-	1,000	1,000	(1,000)	-	-	0.0%	
61024	STAFF DEVELOPMENT	1,295	9,500	650	-	-	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	1,947	1,820	1,906	1,476	-	1,425	1,487	(1,425)	-	(62)	(4.4%)	
TOTAL EXPENSES		1,834,256	1,714,898	1,742,394	1,783,011	1,830,037	1,674,086	1,774,629	155,951	-	(100,543)	(6.0%)	

COMMERCIAL								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Partnerships & Event Marketing Division												
187	5901 Servicing	614,889	189,187	104,984	265,738	373,375	52,308	75,000	321,067	86.0%	(22,692)	(43.4%)
188	5900 Contractuals	-	-	-	-	0	140,000	220,000	(140,000)		(80,000)	(57.1%)
189	5905 Sales Development Support	58,511	51,690	51,523	30,709	50,000	0	17,000	50,000	100.0%	(17,000)	
190	5916 Sigma Gamma Rho	-	-	-	-	0	14,000	34,000	(14,000)		(20,000)	(142.9%)
191	5620 Family Program	65,922	24,183	55,137	47,348	77,960	0	25,000	77,960	100.0%	(25,000)	
192	5715 SwimBiz	48,245	71,214	70,815	84,153	0	0	0	-		-	
193	5709 Nationals Marketing	-	-	554,771	565,702	95,000	0	69,520	95,000	100.0%	(69,520)	
194	5760 Junior Nationals Marketing	-	-	-	40,166	0	0	13,000	-		(13,000)	
195	5762 Pro Swim Series Marketing	-	-	-	226,027	176,606	154,106	81,210	22,500	12.7%	72,896	47.3%
196	5764 US Open Marketing	-	-	-	86,194	42,950	30,000	74,065	12,950	30.2%	(44,065)	(146.9%)
197	5770 Other Event Marketing	-	-	47,811	2,110	23,466	0	0	23,466	100.0%	-	
198	5755 USA Swimming House-Trials	214,413	-	-	1,716	250,000	0	0	250,000	100.0%	-	
199	5913 Multicultural Promotions	109,273	147,192	88,355	0	0	0	0	-		-	
200	5902 Merchandise Program	24,753	20,628	17,279	13,434	79,205	10,000	54,400	69,205	87.4%	(44,400)	(444.0%)
201	5911 Aqua Zone-Olympic Trials	918,129	5,408	5,700	13,639	1,000,200	7,312	900,000	992,888	99.3%	(892,688)	(12208.5%)
Program Group Total		2,054,136	509,502	996,375	1,376,935	2,168,762	407,726	1,563,195	1,761,036	81.2%	(1,155,469)	(283.4%)
Communications Division												
202	5109 APA Appearance	46,510	23,083	19,579	33,894	58,700	23,850	60,000	34,850	59.4%	(36,150)	(151.6%)
203	5722 Social Media Aggregation	30,000	-	-	6,471	35,000	35,000	20,000	-	0.0%	15,000	42.9%
204	5714 Public Relations	21,199	39,476	5,422	29,269	25,000	100,000	0	(75,000)	(300.0%)	100,000	100.0%
205	5724 Communication Operations	209,564	134,675	231,407	246,957	271,596	165,000	250,000	106,596	39.2%	(85,000)	(51.5%)
Program Group Total		307,273	197,234	256,407	316,591	390,296	323,850	330,000	66,446	17.0%	(6,150)	(1.9%)
Creative Services Division												
206	5720 Video Production Services	17,407	9,418	4,711	5,405	14,675	0	0	14,675	100.0%	-	
207	5711 Splash Magazine	960,850	899,812	815,806	633,834	736,000	400,000	275,000	336,000	45.7%	125,000	31.3%
208	5730 USA Swimming Productions	33,085	566,173	881,727	863,172	699,325	320,000	240,000	379,325	54.2%	80,000	25.0%
209	5710 Membership Recruiting/ Promotion (Flex Membership)	494,265	364,895	372,418	209,130	249,600	80,000	35,000	169,600	67.9%	45,000	56.3%
210	5904 Marketing Contract Labor	89,938	19,212	95,600	6,500	25,000	0	0	25,000	100.0%	-	
Program Group Total		1,595,544	1,859,511	2,170,263	1,718,041	1,724,600	800,000	550,000	924,600	53.6%	250,000	31.3%
Business Intelligence & Digital Platforms Division												
211	5713 Deck Pass	114,310	71,305	11,265	25,271	136,000	61,000	61,000	75,000	55.1%	-	0.0%
212	5716 Swimjitsu	206,794	283,423	7,548	11,006	10,780	11,780	0	(1,000)	(9.3%)	11,780	100.0%
213	5726 Business Intelligence	-	-	-	-	25,880	0	350,000	25,880	100.0%	(350,000)	
214	5718 usaswimming.org - Web site	82,511	360,683	473,453	484,773	662,180	627,000	540,000	35,180	5.3%	87,000	13.9%
Program Group Total		403,614	715,411	492,266	521,050	834,840	699,780	951,000	135,060	16.2%	(251,220)	(35.9%)
Administration & Operational Support												
215	5990 Administration & Operational Support	219,423	234,767	303,299	345,990	350,087	315,787	270,000	34,300	9.8%	45,787	14.5%

COMMERCIAL								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
216	5999 Salary and Benefits	1,832,155	1,656,369	2,041,646	1,840,934	2,195,795	2,030,519	1,980,135	165,276	7.5%	50,384	2.5%
217	5740 America's Swim Team/ Membership Card	223,941	-	-	-	0	0	0	-		-	
218	5910 Mutual of Omaha Swim 100	5,672	-	-	-	0	0	0	-		-	
Program Group Total		2,281,191	1,891,136	2,344,945	2,186,924	2,545,882	2,346,306	2,250,135	199,576	7.8%	96,171	4.1%
TOTAL COMMERCIAL		6,641,757	5,172,794	6,260,256	6,119,542	7,664,380	4,577,662	5,644,330	3,086,718	40.3%	(1,066,668)	(23.3%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SERVICING Program:5901

Program Manager: Jim Fox

Program Description: Fulfillment expenses for sponsorship obligations as specified in our agreements

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	174	209	259	672	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	711	23	82	42	-	-	-	-	-	-	-	
60010	POSTAGE	5	17	9	7	-	-	-	-	-	-	-	
60011	FREIGHT	5,913	3,202	1,744	3,332	9,000	2,000	-	7,000	77.8%	2,000	100.0%	
60013	EXCESS BAGGAGE & TIPS	195	190	150	120	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	655	1,795	135	1,894	5,000	2,000	-	3,000	60.0%	2,000	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	693	546	209	515	-	-	-	-	-	-	-	
60020	SUPPLIES	260	679	185	419	-	-	-	-	-	-	-	
60021	OTHER VIK	0	-	-	4,000	-	-	-	-	-	-	-	
60025	ADVERTISING	1,838	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	985	1,386	9,363	14,590	15,000	5,000	-	10,000	66.7%	5,000	100.0%	
60034	CAR RENTAL	961	557	2,040	3,441	1,425	1,425	450	-	0.0%	975	68.4%	
60035	CAR RENTAL-GAS	91	51	1,104	194	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	148	489	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	212	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	12,349	11,232	15,700	26,411	21,000	10,000	7,500	11,000	52.4%	2,500	25.0%	
60041	GROUND TRANSPORTATION	3,760	1,324	2,315	4,401	-	-	-	-	-	-	-	
60042	LODGING	10,966	7,115	16,188	29,931	20,350	10,000	9,250	10,350	50.9%	750	7.5%	
60043	PER DIEM	4,374	2,503	4,694	8,347	6,600	3,000	3,000	3,600	54.5%	-	0.0%	
60044	HOSPITALITY	3,308	19,951	-	8,130	10,000	5,000	19,800	5,000	50.0%	(14,800)	(296.0%)	
60045	TICKETS	23,600	1,410	-	-	5,000	-	-	5,000	100.0%	-	-	
60046	LAUNDRY SERVICES	47	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	355	1,320	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	123,000	16,000	-	24,500	105,000	-	-	105,000	100.0%	-	-	
60050	HONORARIA	25,500	-	-	12,000	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	19	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	11,319	10,915	762	28,671	35,000	13,883	15,000	21,117	60.3%	(1,117)	(8.0%)	
60060	GEAR/EQUIPMENT/SIGNAGE	1,119	8,615	2,528	5,701	40,000	-	-	40,000	100.0%	-	-	
60061	APPAREL	1,336	-	210	647	-	-	-	-	-	-	-	
60062	APPAREL - VIK	3,650	-	588	368	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	250	27,495	-	2,813	40,000	-	-	40,000	100.0%	-	-	
60070	CAMERA, PHOTO, VIDEO	0	3,719	40	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	204,590	7,400	-	48,754	40,000	-	-	40,000	100.0%	-	-	
60075	AUTOMOBILE EXPENSE	0	394	4	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	690	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	145,739	61,770	45,815	31,680	20,000	-	20,000	20,000	100.0%	(20,000)	-	
60098	DUES & FEES	27,500	-	358	2,118	-	-	-	-	-	-	-	
TOTAL EXPENSES		614,889	189,187	104,984	265,738	373,375	52,308	75,000	321,067	-	(22,692)	(43.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CONTRACTUALS Program:5900

Program Manager: Jim Fox

Program Description: Contractual obligations as specified in our Partner Agreements

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	140,000	220,000	(140,000) -	(80,000) (57.1%)	KORE, Nielson, Team Phillips 66, MilkPep.
	TOTAL EXPENSES	0	-	-	-	-	140,000	220,000	(140,000) -	(80,000) (57.1%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALES DEVELOPMENT SUPPORT Program:5905

Program Manager: Jim Fox

Program Description: Budget used for travel, collateral, researching and cultivating potential partners.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	63	109	9	-	500	-	-	500	100.0%	-	-	
60005	INTERNET SERVICE	27	43	-	50	-	-	-	-	-	-	-	
60010	POSTAGE	5	3	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	12,438	205	76	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	165	-	120	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	128	316	1,050	33	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	257	86	113	-	-	-	-	-	-	-	-	
60020	SUPPLIES	129	128	-	-	-	-	-	-	-	-	-	
60025	ADVERTISING	0	-	-	-	2,000	-	500	2,000	100.0%	(500)	-	
60033	MEALS & ENTERTAINMENT	1,170	3,908	4,264	219	-	-	-	-	-	-	-	
60034	CAR RENTAL	1,417	701	419	207	3,000	-	600	3,000	100.0%	(600)	-	
60035	CAR RENTAL-GAS	92	18	114	8	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	428	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	12,191	14,074	6,178	8,693	10,000	-	2,500	10,000	100.0%	(2,500)	-	
60041	GROUND TRANSPORTATION	2,083	3,387	2,440	292	-	-	-	-	-	-	-	
60042	LODGING	10,584	17,511	7,853	4,593	7,400	-	1,850	7,400	100.0%	(1,850)	-	
60043	PER DIEM	4,368	3,987	2,145	967	2,280	-	1,200	2,280	100.0%	(1,200)	-	
60044	HOSPITALITY	0	-	-	-	3,000	-	7,500	3,000	100.0%	(7,500)	-	Travel for pitches, hosting partners & potential partners, enhancing partner activations.
60045	TICKETS	120	1,171	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	5,000	-	-	-	-	-	-	-	-	
60055	AWARDS	0	123	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	439	197	114	-	4,000	-	850	4,000	100.0%	(850)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	2,000	-	500	2,000	100.0%	(500)	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	1,000	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	6,500	-	-	-	10,000	-	1,000	10,000	100.0%	(1,000)	-	
60075	AUTOMOBILE EXPENSE	0	25	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	5,500	5,500	6,050	6,350	5,820	-	500	5,820	100.0%	(500)	-	
60085	GRAPHICS/ART WORK	0	-	1,248	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	35	14,450	8,750	-	-	-	-	-	-	-	
TOTAL EXPENSES		58,511	51,690	51,523	30,709	50,000	-	17,000	50,000	-	(17,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SIGMA GAMMA RHO Program:5916
 Program Manager: Jim Fox
 Program Description: Support for the Sigma Gamma Rho Partnership

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	14,000	34,000	(14,000)	-	(20,000)	(142.9%)	Clinics, events, travel.
	TOTAL EXPENSES	0	-	-	-	-	14,000	34,000	(14,000)	-	(20,000)	(142.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

FAMILY PROGRAM Program:5620

Program Manager: Jim Fox

Program Description: Help support USA Swimming family members and friends during international competitions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	297	410	-	-	-	-	-	-	-	-
60004	CONFERENCE CALLS	72	-	-	-	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	-	19	-	-	-	-	-	-	-	-
60011	FREIGHT	2,498	2,502	640	107	-	-	-	-	-	-	-	-
60013	EXCESS BAGGAGE & TIPS	0	35	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	44	218	30	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	490	593	542	630	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	-	31,487	-	-	-	-	-	-	-	-
60040	AIRFARE	2,583	3,534	2,000	6,161	5,000	-	1,000	5,000	100.0%	(1,000)	-	-
60041	GROUND TRANSPORTATION	331	4,577	5,177	5,908	-	-	-	-	-	-	-	-
60042	LODGING	14,975	3,768	1,497	174	25,600	-	10,730	25,600	100.0%	(10,730)	-	-
60043	PER DIEM	1,598	1,142	931	3,332	7,360	-	3,306	7,360	100.0%	(3,306)	-	-
60044	HOSPITALITY	1,865	561	-	-	5,000	-	3,000	5,000	100.0%	(3,000)	-	Assumes no spectators in Tokyo.
60045	TICKETS	18,308	1,411	32,133	(7,250)	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	1,688	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	17	-	-	-	-	-	-	-	-
60061	APPAREL	0	214	-	(1,070)	-	-	-	-	-	-	-	-
60062	APPAREL - VIK	19,357	4,900	11,537	6,237	30,000	-	2,000	30,000	100.0%	(2,000)	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	5,000	-	4,964	5,000	100.0%	(4,964)	-	-
60087	CREDIT CARD FEES	1,912	664	354	1,250	-	-	-	-	-	-	-	-
60098	DUES & FEES	202	64	-	(66)	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	65,922	24,183	55,137	47,348	77,960	-	25,000	77,960	-	(25,000)	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SWIMBIZ Program:5715

Program Manager: Kaitlyn Palmieri/Jim Fox

Program Description: Educational program to support clubs with social media, advertising, branding, communications, sponsorship and local promotions.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget	(Increase)/Decrease 2021 Budget vs 2020 Forecast	Comments
									\$	%	
SECTION 2:											
	EXPENSES:										
60004	CONFERENCE CALLS	5	-	-	-	-	-	-	-	-	
60011	FREIGHT	181	109	13	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	25	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	9	-	40	111	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	63	-	-	-	-	-	
60020	SUPPLIES	80	378	109	20	-	-	-	-	-	
60025	ADVERTISING	150	-	93	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	3,214	4,073	4,926	8,897	-	-	-	-	-	
60034	CAR RENTAL	217	180	-	343	-	-	-	-	-	
60036	OTHER LODGING	0	-	3,923	3,656	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	282	782	-	-	-	-	-	
60040	AIRFARE	2,863	4,371	4,857	4,256	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	200	-	-	-	-	-	
60042	LODGING	1,360	3,704	251	9,500	-	-	-	-	-	
60044	HOSPITALITY	21,161	22,159	22,179	16,442	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	-	2,000	-	-	-	-	-	
60050	HONORARIA	0	2,000	-	1,000	-	-	-	-	-	
60055	AWARDS	7,062	1,305	1,200	1,439	-	-	-	-	-	
60056	PROTOCOL/GIFTS	2,122	1,408	777	1,799	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	365	4,256	616	1,117	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	8,368	18,522	21,988	26,603	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	6,250	5,500	4,934	-	-	-	-	-	
60087	CREDIT CARD FEES	573	639	615	92	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	4,828	1,500	2,900	-	-	-	-	-	-	
60098	DUES & FEES	(4,312)	334	546	899	-	-	-	-	-	
	TOTAL EXPENSES	48,245	71,214	70,815	84,153	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONALS MARKETING Program:5709

Program Manager: Kaitlyn Palmieri / Jim Fox

Program Description: Marketing, promotion, fan zone, and VIP experience for the Phillips 66 National Championships .

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	158	281	-	-	-	-	-	-	-	-
60005	INTERNET SERVICE	0	-	58	15	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	2,418	-	200	-	200	200	100.0%	(200)	-	-
60011	FREIGHT	0	-	2,507	1,427	200	-	200	200	100.0%	(200)	-	-
60013	EXCESS BAGGAGE & TIPS	0	-	50	-	-	-	-	-	-	-	-	-
60015	PRINTING AND DUPLICATION	0	-	9,517	27	200	-	200	200	100.0%	(200)	-	-
60017	PERSONAL CAR MILEAGE	0	-	182	158	200	-	-	200	100.0%	-	-	-
60020	SUPPLIES	0	-	2,327	1,182	200	-	200	200	100.0%	(200)	-	-
60025	ADVERTISING	0	-	25,969	-	5,000	-	5,000	5,000	100.0%	(5,000)	-	-
60033	MEALS & ENTERTAINMENT	0	-	-	213	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	628	-	750	-	-	750	100.0%	-	-	-
60035	CAR RENTAL-GAS	0	-	49	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	6,096	1,803	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	16,166	5,137	4,000	-	-	4,000	100.0%	-	-	-
60041	GROUND TRANSPORTATION	0	-	1,138	623	-	-	150	-	-	(150)	-	-
60042	LODGING	0	-	4,188	3,268	7,400	-	-	7,400	100.0%	-	-	-
60043	PER DIEM	0	-	272	1,286	2,280	-	-	2,280	100.0%	-	-	-
60044	HOSPITALITY	0	-	21,683	(865)	10,000	-	10,000	10,000	100.0%	(10,000)	-	-
60046	LAUNDRY SERVICES	0	-	177	-	-	-	-	-	-	-	-	-
60047	GOLDEN GOGGLES	0	-	2,485	-	-	-	-	-	-	-	-	-
60049	HONORARIA - ATHLETES	0	-	4,000	5,000	10,000	-	5,000	10,000	100.0%	(5,000)	-	-
60050	HONORARIA	0	-	-	500	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	9,043	6,036	8,000	-	5,000	8,000	100.0%	(5,000)	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	65,331	39,008	5,000	-	17,000	5,000	100.0%	(17,000)	-	-
60061	APPAREL	0	-	2,407	268	-	-	-	-	-	-	-	-
60062	APPAREL - VIK	0	-	203	1,263	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	0	-	101,611	50,746	-	-	-	-	-	-	-	-
60067	EVENT - VENUE	0	-	252,314	-	10,000	-	10,000	10,000	100.0%	(10,000)	-	-
60070	CAMERA, PHOTO, VIDEO	0	-	1,500	-	1,570	-	1,570	1,570	100.0%	(1,570)	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	22,295	453,629	30,000	-	15,000	30,000	100.0%	(15,000)	-	-
60098	DUES & FEES	0	-	-	(5,300)	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	-	554,771	565,702	95,000	-	69,520	95,000	-	(69,520)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
JUNIOR NATIONALS MARKETING Program:5760
Program Manager: Kaitlyn Palmieri / Jim Fox
Program Description: Marketing, promotion, and fan zone for the Speedo Junior Championships. Will not take place in 2020.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60015	PRINTING AND DUPLICATION	0	-	-	94	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	-	-	360	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	37,751	-	-	10,000	-	-	-	(10,000)	-
60065	EQUIPMENT/SPACE RENTAL	0	-	-	1,961	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	3,000	-	-	-	(3,000)	-
	TOTAL EXPENSES	0	-	-	40,166	-	-	13,000	-	-	-	(13,000)	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
PRO SWIM SERIES MARKETING Program:5762
 Program Manager: Kaitlyn Palmieri / Jim Fox
 Program Description: Execution of the TYR Pro Swim Series Marketing and Promotion

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	355	500	500	-	-	0.0%	500	100.0%	
60005	INTERNET SERVICE	0	-	-	19	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	-	797	3,000	1,500	1,500	1,500	50.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	0	-	-	561	6,500	1,500	1,500	5,000	76.9%	-	0.0%	
60017	PERSONAL CAR MILEAGE	0	-	-	794	350	350	350	-	0.0%	-	0.0%	
60020	SUPPLIES	0	-	-	562	500	500	500	-	0.0%	-	0.0%	
60025	ADVERTISING	0	-	-	56,504	75,000	20,000	2,000	55,000	73.3%	18,000	90.0%	
60033	MEALS & ENTERTAINMENT	0	-	-	4,159	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	2,376	3,000	3,000	1,200	-	0.0%	1,800	60.0%	
60035	CAR RENTAL-GAS	0	-	-	119	300	300	200	-	0.0%	100	33.3%	
60036	OTHER LODGING	0	-	-	2,856	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	12,011	7,000	7,000	5,500	-	0.0%	1,500	21.4%	
60041	GROUND TRANSPORTATION	0	-	-	1,266	1,000	1,000	2,000	-	0.0%	(1,000)	(100.0%)	
60042	LODGING	0	-	-	5,852	8,510	8,510	7,000	-	0.0%	1,510	17.7%	
60043	PER DIEM	0	-	-	3,255	4,446	4,446	3,900	-	0.0%	546	12.3%	
60044	HOSPITALITY	0	-	-	2,555	12,000	22,000	-	(10,000)	(83.3%)	22,000	100.0%	
60049	HONORARIA - ATHLETES	0	-	-	68,000	25,000	10,000	15,000	15,000	60.0%	(5,000)	(50.0%)	Swim clinics and autograph sessions
60050	HONORARIA	0	-	-	3,500	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	10,000	2,500	1,500	1,500	1,000	40.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	31,588	20,000	60,000	30,000	(40,000)	(200.0%)	30,000	50.0%	Sport Graphics
60061	APPAREL	0	-	-	4,531	1,000	-	-	1,000	100.0%	-	-	
60062	APPAREL - VIK	0	-	-	3,500	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	2,896	-	-	-	-	-	-	-	
60067	EVENT - VENUE	0	-	-	-	5,000	12,000	1,000	(7,000)	(140.0%)	11,000	91.7%	looking to utilize spaces without rental fees
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	1,000	-	-	1,000	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	7,971	-	-	8,060	-	-	(8,060)	-	Dodd hospitality
	TOTAL EXPENSES	0	-	-	226,027	176,606	154,106	81,210	22,500	-	72,896	47.3%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 US OPEN MARKETING Program:5764
 Program Manager: Kaitlyn Palmieri/Jim Fox
 Program Description: Marketing and promotion for the Toyota US Open

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	123	200	200	200	-	0.0%	-	0.0%	
60011	FREIGHT	0	-	-	374	500	500	500	-	0.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	-	60	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	30	5,000	5,000	2,500	-	0.0%	2,500	50.0%	
60017	PERSONAL CAR MILEAGE	0	-	-	31	100	100	100	-	0.0%	-	0.0%	
60020	SUPPLIES	0	-	-	-	500	500	500	-	0.0%	-	0.0%	
60025	ADVERTISING	0	-	-	6,000	25,000	5,000	-	20,000	80.0%	5,000	100.0%	
60033	MEALS & ENTERTAINMENT	0	-	-	35	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	264	750	750	750	-	0.0%	-	0.0%	
60035	CAR RENTAL-GAS	0	-	-	15	50	50	50	-	0.0%	-	0.0%	
60036	OTHER LODGING	0	-	-	1,294	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	4,363	1,000	1,000	1,200	-	0.0%	(200)	(20.0%)	
60041	GROUND TRANSPORTATION	0	-	-	495	300	300	300	-	0.0%	-	0.0%	
60042	LODGING	0	-	-	1,575	1,480	1,480	1,815	-	0.0%	(335)	(22.6%)	
60043	PER DIEM	0	-	-	840	570	570	650	-	0.0%	(80)	(14.0%)	
60044	HOSPITALITY	0	-	-	6,543	-	2,500	2,500	(2,500)	-	-	0.0%	
60049	HONORARIA - ATHLETES	0	-	-	-	2,000	1,000	2,000	1,000	50.0%	(1,000)	(100.0%)	
60056	PROTOCOL/GIFTS	0	-	-	-	500	500	1,000	-	0.0%	(500)	(100.0%)	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	49,354	3,500	5,000	35,000	(1,500)	(42.9%)	(30,000)	(600.0%)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	8,243	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	1,500	550	-	950	63.3%	550	100.0%	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	6,554	-	5,000	25,000	(5,000)	-	(20,000)	(400.0%)	
	TOTAL EXPENSES	0	-	-	86,194	42,950	30,000	74,065	12,950	-	(44,065)	(146.9%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

OTHER EVENT MARKETING Program:5770

Program Manager: Kaitlyn Palmieri / Jim Fox

Program Description: Promotion for USA Swimming at Sports Commission/CVB Conventions as well as expenses that span all events such as Vendini expenses or a USA Swimming activation.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	293	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	110	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	235	-	1,000	-	-	1,000	100.0%	-	-	
60017	PERSONAL CAR MILEAGE	0	-	343	-	300	-	-	300	100.0%	-	-	
60020	SUPPLIES	0	-	19	33	800	-	-	800	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	-	892	-	1,000	-	-	1,000	100.0%	-	-	
60034	CAR RENTAL	0	-	1,693	-	600	-	-	600	100.0%	-	-	
60035	CAR RENTAL-GAS	0	-	118	-	200	-	-	200	100.0%	-	-	
60036	OTHER LODGING	0	-	3,734	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	1,000	-	-	1,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	0	-	3,078	-	500	-	-	500	100.0%	-	-	
60042	LODGING	0	-	12,246	-	1,110	-	-	1,110	100.0%	-	-	
60043	PER DIEM	0	-	4,861	-	456	-	-	456	100.0%	-	-	
60044	HOSPITALITY	0	-	-	-	2,000	-	-	2,000	100.0%	-	-	
60049	HONORARIA - ATHLETES	0	-	12,000	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	3,000	-	-	3,000	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	823	1,976	7,500	-	-	7,500	100.0%	-	-	
60061	APPAREL	0	-	-	-	1,000	-	-	1,000	100.0%	-	-	
60067	EVENT - VENUE	0	-	-	-	1,000	-	-	1,000	100.0%	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	486	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	5,600	-	2,000	-	-	2,000	100.0%	-	-	
60085	GRAPHICS/ART WORK	0	-	300	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	979	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	100	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	47,811	2,110	23,466	-	-	23,466	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

USA SWIMMING HOUSE-TRIALS Program:5755

Program Manager: Jim Fox / Kaitlyn Palmieri

Program Description: USA Swimming House and USA Swimming Live expenses around the Trials. Includes USA Swimming experience in USA House, VIP experience, working with an agency to bring in entertainment.

								2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast	
Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast		\$	%	\$	%
SECTION 2:												
	EXPENSES:											
60011	FREIGHT	190	-	-	-	6,000	-	-	6,000	100.0%	-	-
60017	PERSONAL CAR MILEAGE	159	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	3,621	-	-	-	6,000	-	-	6,000	100.0%	-	-
60033	MEALS & ENTERTAINMENT	376	-	-	-	50,000	-	-	50,000	100.0%	-	-
60035	CAR RENTAL-GAS	45	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	1,758	-	-	751	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	163	-	-	34	-	-	-	-	-	-	-
60042	LODGING	2,143	-	-	811	-	-	-	-	-	-	-
60043	PER DIEM	0	-	-	120	-	-	-	-	-	-	-
60044	HOSPITALITY	83,498	-	-	-	50,000	-	-	50,000	100.0%	-	-
60056	PROTOCOL/GIFTS	1,968	-	-	-	40,000	-	-	40,000	100.0%	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	38,089	-	-	-	40,000	-	-	40,000	100.0%	-	-
60061	APPAREL	5,360	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	26,836	-	-	-	15,000	-	-	15,000	100.0%	-	-
60070	CAMERA, PHOTO, VIDEO	2,996	-	-	-	3,000	-	-	3,000	100.0%	-	-
60085	GRAPHICS/ART WORK	482	-	-	-	-	-	-	-	-	-	-
60087	CREDIT CARD FEES	2,771	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	43,959	-	-	-	40,000	-	-	40,000	100.0%	-	-
	TOTAL EXPENSES	214,413	-	-	1,716	250,000	-	-	250,000	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MULTICULTURAL PROMOTIONS Program:5913

Program Manager: Jim Fox / Isabelle McLemore

Program Description: Sigma Gamma Rho and General Diversity & Inclusion Promotions. Program inactivated, all 2019 activity transferred to 5901 and 5724.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	-	27	(285)	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	19	-	-	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	2	4	-	-	-	-	-	-	-	-	
60011	FREIGHT	3,085	5,639	5,600	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	770	70	66	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	1,640	2,100	2,070	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	586	663	118	-	-	-	-	-	-	-	-	
60020	SUPPLIES	3,674	14,746	2,969	-	-	-	-	-	-	-	-	
60025	ADVERTISING	0	489	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	1,351	3,784	2,029	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	2,257	1,131	756	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	32	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,511	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	9,892	10,585	8,397	285	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	900	1,836	2,505	-	-	-	-	-	-	-	-	
60042	LODGING	9,715	12,685	3,036	-	-	-	-	-	-	-	-	
60043	PER DIEM	2,548	1,679	1,618	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	1,094	9,539	2,502	-	-	-	-	-	-	-	-	
60045	TICKETS	1,770	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	3,000	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	20,000	41,500	37,500	-	-	-	-	-	-	-	-	
60050	HONORARIA	10,000	5,000	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	14,054	7,944	4,671	0	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	847	2,644	67	-	-	-	-	-	-	-	-	
60061	APPAREL	3,635	5,971	4,172	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	1,755	4,495	475	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	433	3,157	1,174	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	4,709	1,655	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	4,100	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	12,488	4,163	1,041	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	150	1,565	2,050	-	-	-	-	-	-	-	-	
60098	DUES & FEES	1,670	-	-	-	-	-	-	-	-	-	-	
62020	EXCESS ACCIDENT MED-MEMBERSH	250	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	109,273	147,192	88,355	0	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

MERCHANDISE PROGRAM Program:5902

Program Manager: Ellison Elledge / Jim Fox

Program Description: The sale of USA Swimming licensed merchandise at events and through the USA Swimming Online Store - shop.usaswimming.org

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	50	10	12	478	-	-	-	-	-	-	-	Signage, poly bags and vending space at 5 events (Trials, "Speedo Invitational," 2 Juniors, Toyota US Open).
60010	POSTAGE	0	0	1	-	-	-	-	-	-	-	-	
60011	FREIGHT	499	57	27	190	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	5,000	-	5,000	5,000	100.0%	(5,000)	-	2019/2020 New Staff + Site Visits
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	4,324	3,493	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	88	287	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	248	56	675	675	-	-	0.0%	675	100.0%	
60035	CAR RENTAL-GAS	26	-	127	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,398	2,224	3,971	2,314	3,600	1,000	3,500	2,600	72.2%	(2,500)	(250.0%)	
60041	GROUND TRANSPORTATION	460	757	263	454	-	-	-	-	-	-	-	
60042	LODGING	16,159	1,406	2,913	4,156	9,250	1,000	5,550	8,250	89.2%	(4,550)	(455.0%)	
60043	PER DIEM	662	961	953	988	1,680	500	2,100	1,180	70.2%	(1,600)	(320.0%)	
60044	HOSPITALITY	0	-	980	-	-	-	-	-	-	-	-	2019/2020 New Staff + Site Visits
60045	TICKETS	3,447	640	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	190	-	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	158	-	136	1,018	5,000	-	-	5,000	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	3,238	-	14,000	-	14,000	14,000	100.0%	(14,000)	-	
60061	APPAREL	1,703	9,113	-	-	10,000	1,000	5,000	9,000	90.0%	(4,000)	(400.0%)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	15,000	-	14,400	15,000	100.0%	(14,400)	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	2,909	-	-	15,000	5,825	4,850	9,175	61.2%	975	16.7%	
60098	DUES & FEES	0	2,500	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		24,753	20,628	17,279	13,434	79,205	10,000	54,400	69,205	-	(44,400)	(444.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

AQUA ZONE-OLYMPIC TRIALS Program:5911

Program Manager: Kaitlyn Palmieri / Jim Fox

Program Description: Aqua Zone fan experience event at the Olympic Trials. Budget includes all expenses for the Trials Aqua Zone including agency fees, signage, building of space, space rental, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	20	-	-	4	-	-	-	-	-	-	-	
60011	FREIGHT	9,384	8	-	-	10,000	-	10,000	10,000	100.0%	(10,000)	-	
60013	EXCESS BAGGAGE & TIPS	50	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	117	200	-	190	200	100.0%	(190)	-	
60020	SUPPLIES	31,444	-	-	-	2,000	-	2,000	2,000	100.0%	(2,000)	-	
60025	ADVERTISING	39,646	-	-	-	20,000	-	20,000	20,000	100.0%	(20,000)	-	
60033	MEALS & ENTERTAINMENT	122	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	371	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	107	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	494	-	-	790	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	14	-	-	30	-	-	-	-	-	-	-	
60042	LODGING	35,947	-	-	853	-	-	-	-	-	-	-	
60043	PER DIEM	1,043	-	-	194	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	-	-	570	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	18,000	-	-	-	70,000	-	70,000	70,000	100.0%	(70,000)	-	
60056	PROTOCOL/GIFTS	65	-	-	-	-	7,312	-	(7,312)	-	7,312	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	66,914	-	-	-	150,000	-	150,000	150,000	100.0%	(150,000)	-	
60061	APPAREL	875	-	-	-	8,000	-	8,000	8,000	100.0%	(8,000)	-	
60065	EQUIPMENT/SPACE RENTAL	19,669	5,400	-	6,000	150,000	-	150,000	150,000	100.0%	(150,000)	-	
60087	CREDIT CARD FEES	1,472	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	613,838	-	-	1,580	590,000	-	489,810	590,000	100.0%	(489,810)	-	
60098	DUES & FEES	2,399	-	5,700	3,500	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	75,754	-	-	-	-	-	-	-	-	-	-	
62008	GENERAL LIABILITY/SML	500	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	918,129	5,408	5,700	13,639	1,000,200	7,312	900,000	992,888	-	(892,688)	(12208.5%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

APA APPEARANCE Program:5109

Program Manager: Wendy Bartlett

Program Description: Promotes USA Swimming through the National Team Athlete Partnership Agreements for involvement in the community.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	3	-	3	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	42	-	-	50	-	-	(50)	-	
60010	POSTAGE	19	2	13	1	500	500	25	-	0.0%	475	95.0%	
60011	FREIGHT	540	496	497	775	1,000	1,000	1,000	-	0.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	85	-	100	300	100	100	300	-	0.0%	(200)	(200.0%)	
60015	PRINTING AND DUPLICATION	4,529	1,437	1,424	2,054	4,000	4,000	4,500	-	0.0%	(500)	(12.5%)	Autograph cards (olympic year)
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	264	146	155	698	500	500	700	-	0.0%	(200)	(40.0%)	
60020	SUPPLIES	19	34	-	7	250	250	20	-	0.0%	230	92.0%	
60033	MEALS & ENTERTAINMENT	426	341	617	928	2,000	2,000	1,000	-	0.0%	1,000	50.0%	
60034	CAR RENTAL	555	440	985	1,091	2,250	500	1,500	1,750	77.8%	(1,000)	(200.0%)	Reduced further on 4/7/2020
60035	CAR RENTAL-GAS	92	92	192	219	500	500	250	-	0.0%	250	50.0%	
60036	OTHER LODGING	0	-	3,106	4,217	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	698	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	168	-	-	-	-	-	-	-	-	
60040	AIRFARE	5,645	9,721	8,297	10,802	17,500	1,000	21,000	16,500	94.3%	(20,000)	(2000.0%)	Reduced further on 4/7/2020
60041	GROUND TRANSPORTATION	735	943	1,400	2,267	2,000	2,000	2,500	-	0.0%	(500)	(25.0%)	
60042	LODGING	6,465	7,901	1,581	6,087	9,250	500	12,950	8,750	94.6%	(12,450)	(2490.0%)	Reduced further on 4/7/2020
60043	PER DIEM	1,500	1,190	854	3,403	2,850	500	5,070	2,350	82.5%	(4,570)	(914.0%)	Reduced further on 4/7/2020
60044	HOSPITALITY	0	-	-	-	2,000	2,000	-	-	0.0%	2,000	100.0%	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	25,000	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	57	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	262	-	-	150	2,500	2,500	300	-	0.0%	2,200	88.0%	
60061	APPAREL	0	-	17	-	3,000	1,000	2,500	2,000	66.7%	(1,500)	(150.0%)	
60062	APPAREL - VIK	0	-	173	-	500	500	250	-	0.0%	250	50.0%	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	3,000	-	-	3,000	100.0%	-	-	
60080	SUBSCRIPTIONS	0	-	-	68	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	375	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	5,000	4,500	6,000	500	10.0%	(1,500)	(33.3%)	Team Works and onboarding speakers
60098	DUES & FEES	0	283	-	83	-	-	85	-	-	(85)	-	
	TOTAL EXPENSES	46,510	23,083	19,579	33,894	58,700	23,850	60,000	34,850	-	(36,150)	(151.6%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SOCIAL MEDIA AGGREGATION Program:5722
 Program Manager: Isabelle McLemore/Kara Raney
 Program Description: USA Swimming's organization and event social/digital media support.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60025	ADVERTISING	0	-	-	621	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	30,000	-	-	5,850	35,000	35,000	20,000	-	0.0%	15,000	42.9%	
	TOTAL EXPENSES	30,000	-	-	6,471	35,000	35,000	20,000	-	-	15,000	42.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

PUBLIC RELATIONS Program:5714

Program Manager: Isabelle McLemore

Program Description: Provides promotional support for USA Swimming, its programs, services, initiatives and communications efforts as part of the business plan. Also a budget for media training, organizational communications and issues management.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	8	-	-	-	-	-	-	-	-
60010	POSTAGE	0	-	3	-	-	-	-	-	-	-	-	-
60011	FREIGHT	0	12	13	-	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	82	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	157	-	-	-	-	-	-	-	-	-
60034	CAR RENTAL	0	-	39	-	-	-	-	-	-	-	-	-
60035	CAR RENTAL-GAS	0	-	21	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	119	-	-	-	-	-	-	-	-	-
60038	OTHER AIRFARE	0	-	110	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	0	22	60	-	-	-	-	-	-	-	-	-
60043	PER DIEM	0	45	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	21,199	39,315	4,900	29,261	25,000	100,000	-	(75,000)	(300.0%)	100,000	100.0%	
	TOTAL EXPENSES	21,199	39,476	5,422	29,269	25,000	100,000	-	(75,000)	-	100,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

COMMUNICATION OPERATIONS Program:5724

Program Manager: Isabelle McLemore

Program Description: USA Swimming's media relations and operations at major events

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	13	-	6	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	393	1	34	924	500	500	-	-	0.0%	500	100.0%	
60005	INTERNET SERVICE	86	28	375	265	100	100	100	-	0.0%	-	0.0%	
60006	OTHER COMMUNICATIONS COST	0	133	10,133	23,028	18,600	18,600	4,000	-	0.0%	14,600	78.5%	
60010	POSTAGE	27	3	-	-	100	100	-	-	0.0%	100	100.0%	
60011	FREIGHT	621	545	265	303	200	200	475	-	0.0%	(275)	(137.5%)	
60013	EXCESS BAGGAGE & TIPS	388	475	400	60	250	250	400	-	0.0%	(150)	(60.0%)	
60015	PRINTING AND DUPLICATION	304	119	27	1,282	200	200	500	-	0.0%	(300)	(150.0%)	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	849	1,145	1,264	1,420	1,500	1,500	1,500	-	0.0%	-	0.0%	
60020	SUPPLIES	489	150	105	217	481	481	250	-	0.0%	231	48.0%	
60025	ADVERTISING	0	-	3,635	11,237	-	-	2,500	-	-	(2,500)	-	
60030	SOFTWARE	0	-	-	36	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	1,960	395	1,192	424	2,000	1,000	2,000	1,000	50.0%	(1,000)	(100.0%)	
60034	CAR RENTAL	2,246	631	964	1,922	2,625	2,625	1,875	-	0.0%	750	28.6%	
60035	CAR RENTAL-GAS	163	50	121	105	-	-	150	-	-	(150)	-	
60036	OTHER LODGING	0	-	16,617	5,913	-	-	5,000	-	-	(5,000)	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	25,319	13,745	25,249	33,771	26,000	2,000	24,000	24,000	92.3%	(22,000)	(1100.0%)	
60041	GROUND TRANSPORTATION	3,735	3,307	4,250	3,450	4,000	2,000	3,500	2,000	50.0%	(1,500)	(75.0%)	
60042	LODGING	37,767	21,920	21,466	23,590	38,850	2,000	37,000	36,850	94.9%	(35,000)	(1750.0%)	
60043	PER DIEM	11,323	8,199	9,904	9,636	12,090	5,000	13,000	7,090	58.6%	(8,000)	(160.0%)	
60044	HOSPITALITY	0	-	-	117	1,000	1,000	1,000	-	0.0%	-	0.0%	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	17	46	-	-	100	100	250	-	0.0%	(150)	(150.0%)	
60047	GOLDEN GOGGLES	0	1,950	2,485	3,300	-	-	3,500	-	-	(3,500)	-	
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	2,000	-	-	2,000	100.0%	-	-	
60056	PROTOCOL/GIFTS	868	320	-	-	500	-	500	500	100.0%	(500)	-	
60060	GEAR/EQUIPMENT/SIGNAGE	1,403	1,200	3,179	974	2,000	-	2,000	2,000	100.0%	(2,000)	-	
60061	APPAREL	478	197	178	26	500	-	500	500	100.0%	(500)	-	
60062	APPAREL - VIK	0	-	553	138	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	17,652	2,100	15,000	5,000	5,000	10,000	66.7%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	54,080	67,400	65,168	42,688	60,000	50,000	60,000	10,000	16.7%	(10,000)	(20.0%)	Getty fee in addition to photographic freelancers.
60071	TELEVISION/VIDEO PRODUCTION	16,112	579	1,438	44,515	64,000	65,000	60,000	(1,000)	(1.6%)	5,000	7.7%	Photographer retainer
60080	SUBSCRIPTIONS	345	1,519	17,326	15,861	16,000	6,344	18,000	9,656	60.4%	(11,656)	(183.7%)	Comms subscriptions.
60097	OTHER PROFESSIONAL SERVICES	39,951	93	25,021	17,000	-	-	-	-	-	-	-	
60098	DUES & FEES	10,626	10,524	2,400	2,656	3,000	1,000	3,000	2,000	66.7%	(2,000)	(200.0%)	
	TOTAL EXPENSES	209,564	134,675	231,407	246,957	271,596	165,000	250,000	106,596	-	(85,000)	(51.5%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

VIDEO PRODUCTION SERVICES Program:5720

Program Manager:

Program Description: Video production of internal and external videos and web production for usaswimming.org

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	2	-	4	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	-	136	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	325	169	64	169	600	-	-	600	100.0%	-	-	
60017	PERSONAL CAR MILEAGE	76	19	32	49	200	-	-	200	100.0%	-	-	
60020	SUPPLIES	0	-	-	-	875	-	-	875	100.0%	-	-	
60030	SOFTWARE	0	-	80	-	-	-	-	-	-	-	-	
60031	COMPUTER REPAIR/MAINTENANCE	336	-	-	-	600	-	-	600	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	70	-	-	-	-	-	-	-	
60040	AIRFARE	1,019	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	100	-	-	100	100.0%	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	2,548	1,899	880	1,542	1,500	-	-	1,500	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	505	-	-	-	-	-	-	-	
60066	REPAIR/MAINTENANCE	0	435	96	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	4,038	1,843	2,100	1,850	5,000	-	-	5,000	100.0%	-	-	
60080	SUBSCRIPTIONS	160	160	160	160	300	-	-	300	100.0%	-	-	
60085	GRAPHICS/ART WORK	1,349	1,705	1,300	185	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	7,556	3,186	-	736	5,500	-	-	5,500	100.0%	-	-	
	TOTAL EXPENSES	17,407	9,418	4,711	5,405	14,675	-	-	14,675	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SPLASH MAGAZINE Program:5711

Program Manager: Isabelle McLemore

Program Description: Official magazine distributed four times per year to members and subscribers.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60010	POSTAGE	440,746	414,113	349,489	235,127	340,000	200,000	100,000	140,000	41.2%	100,000	50.0%	Budgeting 1 printed (coffee table book), 2 digital Splash Magazines. Budget also includes website editorial.
60011	FREIGHT	275	204	103	259	400	400	-	-	0.0%	400	100.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	100	180	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	476,946	435,550	367,451	225,570	335,000	150,000	100,000	185,000	55.2%	50,000	33.3%	
60017	PERSONAL CAR MILEAGE	0	-	94	296	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	70	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	98	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	792	1,156	1,500	1,500	-	-	0.0%	1,500	100.0%	
60040	AIRFARE	0	12,120	-	149	2,000	2,000	-	-	0.0%	2,000	100.0%	
60041	GROUND TRANSPORTATION	0	-	91	684	-	-	-	-	-	-	-	
60042	LODGING	0	-	649	2,530	3,700	3,700	-	-	0.0%	3,700	100.0%	
60043	PER DIEM	0	-	208	1,230	1,200	1,200	-	-	0.0%	1,200	100.0%	
60049	HONORARIA - ATHLETES	0	-	9,000	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	2,400	-	61,710	131,860	15,000	4,000	-	11,000	73.3%	4,000	100.0%	
60080	SUBSCRIPTIONS	1,600	1,600	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	
60085	GRAPHICS/ART WORK	0	300	-	1,485	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	48	-	2	266	200	200	-	-	0.0%	200	100.0%	
60096	INSURANCE	0	-	-	4	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	38,835	35,925	25,575	32,545	36,000	36,000	75,000	-	0.0%	(39,000)	(108.3%)	
60098	DUES & FEES	0	-	375	492	-	-	-	-	-	-	-	
TOTAL EXPENSES		960,850	899,812	815,806	633,834	736,000	400,000	275,000	336,000	-	125,000	31.3%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

USA SWIMMING PRODUCTIONS Program:5730

Program Manager: Matt Lupton

Program Description: Digital content production to support sponsorships, organization and sport to grow commercial properties.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	82	69	48	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	238	1,409	-	15,000	15,000	-	-	0.0%	15,000	100.0%	
60006	OTHER COMMUNICATIONS COST	0	-	1,077	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	1,000	1,000	1,000	-	0.0%	-	0.0%	
60011	FREIGHT	0	665	8,447	2,702	10,000	10,600	500	(600)	(6.0%)	10,100	95.3%	
60013	EXCESS BAGGAGE & TIPS	0	390	1,077	180	1,000	1,000	1,000	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	35	2,778	285	76	5,000	5,000	-	-	0.0%	5,000	100.0%	
60017	PERSONAL CAR MILEAGE	71	721	903	251	1,000	1,200	1,000	(200)	(20.0%)	200	16.7%	
60020	SUPPLIES	0	656	3,337	401	1,000	1,875	1,000	(875)	(87.5%)	875	46.7%	
60025	ADVERTISING	0	31,709	56,293	44,227	15,000	-	2,000	15,000	100.0%	(2,000)	-	
60030	SOFTWARE	0	-	2,796	-	-	600	-	(600)	-	600	100.0%	
60033	MEALS & ENTERTAINMENT	1,285	912	1,222	804	2,500	2,500	2,500	-	0.0%	-	0.0%	
60034	CAR RENTAL	0	447	3,509	2,334	5,625	1,000	1,500	4,625	82.2%	(500)	(50.0%)	
60035	CAR RENTAL-GAS	0	52	604	556	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	36,245	51,510	15,000	10,000	-	5,000	33.3%	10,000	100.0%	
60038	OTHER AIRFARE	0	-	308	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,629	13,923	29,256	27,241	25,000	1,000	3,000	24,000	96.0%	(2,000)	(200.0%)	
60041	GROUND TRANSPORTATION	153	2,673	6,829	3,100	1,000	1,100	2,000	(100)	(10.0%)	(900)	(81.8%)	
60042	LODGING	1,275	18,761	13,701	9,627	37,000	1,000	3,700	36,000	97.3%	(2,700)	(270.0%)	
60043	PER DIEM	655	5,024	11,066	11,180	12,000	1,000	1,300	11,000	91.7%	(300)	(30.0%)	
60044	HOSPITALITY	0	362	2,576	507	1,000	1,000	1,000	-	0.0%	-	0.0%	
60046	LAUNDRY SERVICES	0	-	-	403	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	325	1,420	660	15,000	10,000	5,000	5,000	33.3%	5,000	50.0%	
60049	HONORARIA - ATHLETES	7,500	8,000	51,400	60,000	50,000	30,000	24,000	20,000	40.0%	6,000	20.0%	Athlete presenters and hosts Honoraria for hosts \$1,000 per day for major events.
60050	HONORARIA	0	10,000	17,600	35,000	20,000	20,000	24,000	-	0.0%	(4,000)	(20.0%)	
60056	PROTOCOL/GIFTS	0	3,693	7,548	3,054	8,000	8,000	3,000	-	0.0%	5,000	62.5%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	5,092	21,348	10,258	35,000	36,500	10,000	(1,500)	(4.3%)	26,500	72.6%	
60061	APPAREL	0	837	2,548	1,258	3,000	3,000	2,500	-	0.0%	500	16.7%	
60062	APPAREL - VIK	0	-	320	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	150	60	222,881	249,454	150,000	68,625	95,000	81,375	54.3%	(26,375)	(38.4%)	Wazee Digital
60066	REPAIR/MAINTENANCE	0	-	300	-	-	-	-	-	-	-	-	
60068	EVENT - PRODUCTION	0	-	16,000	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	4,860	155,910	69,288	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	16,000	183,999	104,061	215,635	150,000	40,000	20,000	110,000	73.3%	20,000	50.0%	Lasser/Boombox expenses Deck Pass/OTB/Last Session
60075	AUTOMOBILE EXPENSE	0	-	20	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	4,119	1,485	454	200	500	-	(300)	(150.0%)	500	100.0%	
60085	GRAPHICS/ART WORK	0	202	-	4,995	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	-	5,905	16,233	20,000	20,000	10,000	-	0.0%	10,000	50.0%	
60097	OTHER PROFESSIONAL SERVICES	4,332	85,082	69,951	41,318	100,000	25,000	25,000	75,000	75.0%	-	0.0%	Deck Pass Live (2 TPSS & Trials) or Off The Blocks (2 episodes) - not both. Brave Bison services.
60098	DUES & FEES	0	180,492	22,020	418	-	3,500	-	(3,500)	-	3,500	100.0%	
61013	TEMPORARY HELP	0	20	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	33,085	566,173	881,727	863,172	699,325	320,000	240,000	379,325	-	80,000	25.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBERSHIP RECRUITING/ PROMOTION (FLEX MEMBERSHIP) Program:5710
Program Manager: Jake Grosser

Program Description: Annual SwimToday or other recruiting campaign to drive participation in swimming.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	279	86	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	3	6	-	3	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	32	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	864	217	937	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	60	25	150	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	49,438	5,286	215	-	75,000	5,000	-	70,000	93.3%	5,000	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	259	179	193	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	2,941	496	42	-	-	-	-	-	-	-	
60025	ADVERTISING	125,000	-	203,259	190,000	100,000	45,400	-	54,600	54.6%	45,400	100.0%	
60030	SOFTWARE	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	189	2,249	810	-	-	-	-	-	-	-	
60034	CAR RENTAL	77	-	576	-	2,400	2,400	-	-	0.0%	2,400	100.0%	
60035	CAR RENTAL-GAS	10	-	919	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,334	2,012	2,177	-	4,000	4,000	-	-	0.0%	4,000	100.0%	
60041	GROUND TRANSPORTATION	339	619	219	-	-	-	-	-	-	-	-	
60042	LODGING	4,136	5,999	2,178	-	5,920	5,920	-	-	0.0%	5,920	100.0%	
60043	PER DIEM	892	754	668	-	2,280	2,280	-	-	0.0%	2,280	100.0%	
60044	HOSPITALITY	0	1,499	-	-	-	-	-	-	-	-	-	
60045	TICKETS	0	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	-	
60049	HONORARIA - ATHLETES	0	-	2,500	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	8,000	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	974	3,187	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	(177)	22	2,308	-	-	-	-	-	-	-	-	
60061	APPAREL	0	1,802	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	24,600	-	1,940	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	2,053	38,284	35,500	-	-	-	10,000	-	-	(10,000)	-	
60071	TELEVISION/VIDEO PRODUCTION	4,625	-	-	-	50,000	10,000	-	40,000	80.0%	10,000	100.0%	
60080	SUBSCRIPTIONS	0	-	-	362	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	100	750	-	-	-	-	-	-	-	-	
60096	INSURANCE	0	-	-	5,788	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	278,328	290,844	111,956	12,125	10,000	5,000	25,000	5,000	50.0%	(20,000)	(400.0%)	Freelance work.
60098	DUES & FEES	139	2,846	3,228	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	494,265	364,895	372,418	209,130	249,600	80,000	35,000	169,600	-	45,000	56.3%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 MARKETING CONTRACT LABOR Program:5904
 Program Manager: Shana Ferguson
 Program Description: Contract labor or outside sales agent commissions

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments	
SECTION 2:														
	EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	-	-	-	-	-	-	-	-		
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-		
60011	FREIGHT	0	10	-	-	-	-	-	-	-	-	-		
60015	PRINTING AND DUPLICATION	0	-	249	-	-	-	-	-	-	-	-		
60017	PERSONAL CAR MILEAGE	0	180	-	-	-	-	-	-	-	-	-		
60020	SUPPLIES	0	3	-	-	-	-	-	-	-	-	-		
60033	MEALS & ENTERTAINMENT	0	576	189	-	-	-	-	-	-	-	-		
60034	CAR RENTAL	0	198	-	-	-	-	-	-	-	-	-		
60036	OTHER LODGING	0	-	164	-	-	-	-	-	-	-	-		
60038	OTHER AIRFARE	0	-	870	-	-	-	-	-	-	-	-		
60040	AIRFARE	0	1,088	-	-	-	-	-	-	-	-	-		
60041	GROUND TRANSPORTATION	0	414	161	-	-	-	-	-	-	-	-		
60042	LODGING	0	1,563	-	-	-	-	-	-	-	-	-		
60049	HONORARIA - ATHLETES	0	-	-	-	-	-	-	-	-	-	-		
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-		
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-		
60083	COMMISSIONS	63,750	-	-	-	-	-	-	-	-	-	-		
60085	GRAPHICS/ART WORK	1,188	-	-	-	-	-	-	-	-	-	-		
60097	OTHER PROFESSIONAL SERVICES	25,000	15,000	93,967	6,500	25,000	-	-	25,000	100.0%	-	-		
60098	DUES & FEES	0	180	-	-	-	-	-	-	-	-	-		
	TOTAL EXPENSES	89,938	19,212	95,600	6,500	25,000	-	-	25,000	-	-	-		

SECTION 1:

USA Swimming 2020 Program Budget Proposal

DECK PASS Program:5713

Program Manager: Jake Grosser

Program Description: Online and mobile platform designed to create engagement, inspiration and insights to improve swimming performance.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	490	156	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	9	24	-	10	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	6	-	-	-	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	7	4	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	552	2,051	152	28	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	10,000	-	-	10,000	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	90	-	271	-	-	-	-	-	-	-	
60020	SUPPLIES	0	41	-	-	-	-	-	-	-	-	-	
60025	ADVERTISING	60,000	50,082	-	3,250	20,000	-	-	20,000	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	352	168	251	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	40	-	73	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,270	189	614	1,749	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	525	87	187	182	-	-	-	-	-	-	-	
60042	LODGING	3,522	845	763	717	-	-	-	-	-	-	-	
60043	PER DIEM	824	176	244	316	-	-	-	-	-	-	-	
60045	TICKETS	2,200	-	-	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	89	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	5,310	895	-	-	15,000	-	-	15,000	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	847	2,509	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	837	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	126	53	-	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	3,623	3,126	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	500	500	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	9,203	972	-	18,747	81,000	61,000	61,000	20,000	24.7%	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	25,212	8,500	8,481	-	10,000	-	-	10,000	100.0%	-	-	
60098	DUES & FEES	102	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	114,310	71,305	11,265	25,271	136,000	61,000	61,000	75,000	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SWIMJITSU Program:5716

Program Manager: Jim Fox/Jake Grosser

Program Description: SwimJitsu is designed to introduce new swimmers, engage existing swimmers or be a fundraiser for USA Swimming member clubs through a combination of swim skills and an obstacle course.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60004	CONFERENCE CALLS	6	5	-	-	-	-	-	-	-	
60010	POSTAGE	1	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	97	-	-	-	-	-	-	-	
60020	SUPPLIES	491	22	-	-	-	-	-	-	-	
60030	SOFTWARE	0	307	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	48	130	-	-	-	-	-	-	-	
60040	AIRFARE	1,171	1,195	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	162	231	-	-	-	-	-	-	-	
60042	LODGING	8,326	776	-	-	-	-	-	-	-	
60043	PER DIEM	142	386	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	39,493	89,565	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	4,054	6,804	11,006	10,780	10,780	-	0.0%	10,780	100.0%
60070	CAMERA, PHOTO, VIDEO	0	2,250	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	360	-	-	-	-	-	-	
60096	INSURANCE	800	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	147,836	184,405	384	-	-	1,000	-	(1,000)	1,000	100.0%
60098	DUES & FEES	6,318	-	-	-	-	-	-	-	-	
62020	EXCESS ACCIDENT MED-MEMBERSH	2,000	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	206,794	283,423	7,548	11,006	10,780	11,780	-	(1,000)	-	11,780 100.0%

SECTION 1:

USA Swimming 2020 Program Budget Proposal

BUSINESS INTELLIGENCE Program:5726

Program Manager: Jake Grosser

Program Description: Expenses related to CRM, Marketing Automation and Analytics systems

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60030	SOFTWARE	0	-	-	-	10,000	-	335,000	10,000	100.0%	(335,000)	-	BI maintenance and operations now above the line in operations in 2021.
60034	CAR RENTAL	0	-	-	-	1,200	-	300	1,200	100.0%	(300)	-	
60040	AIRFARE	0	-	-	-	5,000	-	1,200	5,000	100.0%	(1,200)	-	
60042	LODGING	0	-	-	-	7,400	-	740	7,400	100.0%	(740)	-	
60043	PER DIEM	0	-	-	-	2,280	-	260	2,280	100.0%	(260)	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	12,500	-	-	(12,500)	-	
TOTAL EXPENSES		0	-	-	-	25,880	-	350,000	25,880	-	(350,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

USASWIMMING.ORG - WEB SITE Program:5718

Kyle Sagendorph/Jake Grosser

Program Description: This program funds USA Swimming's Digital Communications, including usaswimming.org.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60013	EXCESS BAGGAGE & TIPS	50	200	75	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	613	273	-	228	-	-	-	-	-	-	-	
60020	SUPPLIES	0	36	-	-	100	100	-	-	0.0%	100	100.0%	
60025	ADVERTISING	0	-	-	3,250	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	231	711	-	900	900	-	-	0.0%	900	100.0%	
60035	CAR RENTAL-GAS	50	46	38	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	4,535	4,111	4,082	2,500	2,500	-	-	0.0%	2,500	100.0%	
60041	GROUND TRANSPORTATION	359	537	237	207	-	-	-	-	-	-	-	
60042	LODGING	4,029	6,534	3,587	-	4,440	4,440	-	-	0.0%	4,440	100.0%	
60043	PER DIEM	1,506	1,776	1,502	1,071	1,440	1,440	-	-	0.0%	1,440	100.0%	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	69,000	-	-	69,000	100.0%	-	-	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	271,678	407,516	407,516	408,000	475,000	540,000	(67,000)	(16.4%)	(65,000)	(13.7%)	Website redesign 2017 & 2020.
60097	OTHER PROFESSIONAL SERVICES	75,905	74,802	55,675	68,419	175,000	141,820	-	33,180	19.0%	141,820	100.0%	
60098	DUES & FEES	0	36	-	-	800	800	-	-	0.0%	800	100.0%	
	TOTAL EXPENSES	82,511	360,683	473,453	484,773	662,180	627,000	540,000	35,180	-	87,000	13.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:5990
Program Manager: Shana Ferguson
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	4,565	5,029	3,800	3,800	3,800	-	0.0%	-	0.0%	
60002	LONG DISTANCE PHONE SERVICE	1,226	1,790	945	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	19,684	16,671	22,811	22,580	25,400	37,200	37,200	(11,800)	(46.5%)	-	0.0%	
60004	CONFERENCE CALLS	0	65	197	440	400	1,200	1,200	(800)	(200.0%)	-	0.0%	
60005	INTERNET SERVICE	1,147	1,362	2,277	1,464	2,300	-	-	2,300	100.0%	-	-	
60006	OTHER COMMUNICATIONS COST	508	486	557	489	800	1,000	1,000	(200)	(25.0%)	-	0.0%	
60010	POSTAGE	118	167	200	101	200	100	100	100	50.0%	-	0.0%	
60011	FREIGHT	600	1,334	3,323	1,669	3,800	500	500	3,300	86.8%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	343	-	135	240	300	250	250	50	16.7%	-	0.0%	
60015	PRINTING AND DUPLICATION	5,786	7,255	9,668	6,034	6,500	4,300	4,300	2,200	33.8%	-	0.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	167	464	362	283	-	300	300	(300)	-	-	0.0%	
60019	FURNITURE & FIXTURES	101	1,179	242	-	-	-	-	-	-	-	-	
60020	SUPPLIES	7,795	6,973	9,275	6,491	9,000	6,500	6,500	2,500	27.8%	-	0.0%	
60025	ADVERTISING	0	-	352	-	350	-	-	350	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	1,547	354	1,175	1,752	1,000	1,700	1,700	(700)	(70.0%)	-	0.0%	
60034	CAR RENTAL	458	-	-	685	675	675	600	-	0.0%	75	11.1%	
60035	CAR RENTAL-GAS	63	-	61	23	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	3,398	1,053	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	2,851	967	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	4,304	2,272	10,018	12,422	8,500	8,500	1,200	-	0.0%	7,300	85.9%	
60041	GROUND TRANSPORTATION	483	224	738	834	1,000	-	-	1,000	100.0%	-	-	
60042	LODGING	10,669	1,618	3,188	11,347	9,860	9,860	1,480	-	0.0%	8,380	85.0%	
60043	PER DIEM	1,819	187	1,332	2,891	2,052	2,052	520	-	0.0%	1,532	74.7%	
60044	HOSPITALITY	176	230	2,966	436	3,000	300	300	2,700	90.0%	-	0.0%	
60046	LAUNDRY SERVICES	74	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	250	-	250	-	-	250	100.0%	-	-	
60056	PROTOCOL/GIFTS	362	303	310	106	400	100	100	300	75.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	52	313	40	-	-	-	-	-	-	-	-	
60061	APPAREL	508	93	165	185	1,500	200	200	1,300	86.7%	-	0.0%	
60062	APPAREL - VIK	0	-	745	976	-	900	900	(900)	-	-	0.0%	
60064	BUILDING RENT	57,741	58,895	73,423	68,934	104,400	75,100	77,000	29,300	28.1%	(1,900)	(2.5%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	780	854	5,586	3,121	3,500	1,600	1,600	1,900	54.3%	-	0.0%	
60066	REPAIR/MAINTENANCE	330	330	302	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	71	1,466	-	1,500	-	-	1,500	100.0%	-	-	
60075	AUTOMOBILE EXPENSE	69	59	59	57	300	200	200	100	33.3%	-	0.0%	
60080	SUBSCRIPTIONS	3,558	4,524	6,336	5,424	5,900	3,200	3,200	2,700	45.8%	-	0.0%	
60085	GRAPHICS/ART WORK	0	-	250	-	-	-	-	-	-	-	-	
60086	TRAVEL AGENCY FEES	0	2,410	9,853	10,804	9,900	10,000	10,000	(100)	(1.0%)	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	70,695	70,500	84,038	86,494	94,700	106,300	98,300	(11,600)	(12.2%)	8,000	7.5%	
60094	LEGAL FEES	0	5,264	17,215	233	10,000	200	200	9,800	98.0%	-	0.0%	
60096	INSURANCE	0	-	-	28	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	27,395	38,996	22,310	17,205	25,000	18,000	12,300	7,000	28.0%	5,700	31.7%	
60098	DUES & FEES	865	6,672	2,199	18,686	3,800	18,700	5,000	(14,900)	(392.1%)	13,700	73.3%	
61006	VISION PREMIUMS	0	-	-	14	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	0	-	-	51,525	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	22	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	99	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	5,812	10,000	3,000	-	7,000	70.0%	3,000	100.0%	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	219,423	234,767	303,299	345,990	350,087	315,787	270,000	34,300	-	45,787	14.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:5999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60040	AIRFARE	0	-	-	-	-	-	-	-	-	
60101	FOUNDATION ALLOCATION	(80,690)	(90,967)	(64,952)	(103,545)	(88,000)	(655,342)	(608,656)	567,342 (644.7%)	(46,686) 7.1%	
61000	SALARIES	1,440,927	1,280,249	1,609,894	1,509,866	1,793,420	2,033,237	1,936,336	(239,817) (13.4%)	96,901 4.8%	
61006	VISION PREMIUMS	3,118	2,926	2,539	2,328	-	3,654	3,537	(3,654) -	117 3.2%	
61010	MOVING EXPENSES	17,319	345	13,568	14,636	-	-	-	-	-	
61014	PAYROLL TAXES	97,127	83,739	104,515	104,641	122,121	145,177	135,075	(23,056) (18.9%)	10,102 7.0%	
61015	PENSION CONTRIBUTION	106,292	116,041	122,025	96,889	124,031	146,467	171,422	(22,436) (18.1%)	(24,955) (17.0%)	
61017	HEALTH	212,172	216,653	209,954	192,385	244,224	319,379	305,527	(75,155) (30.8%)	13,852 4.3%	
61018	DISABILITY INSURANCE	8,040	10,213	7,502	6,431	-	9,548	9,303	(9,548) -	245 2.6%	
61019	DENTAL INSURANCE	15,157	14,263	12,689	12,014	-	20,689	19,961	(20,689) -	728 3.5%	
61020	WORKERS COMPENSATION INSURANCE	3,341	2,722	3,663	3,395	-	4,500	4,500	(4,500) -	- 0.0%	
61022	EYE CARE REIMBURSEMENTS	600	200	793	400	-	900	900	(900) -	- 0.0%	
61024	STAFF DEVELOPMENT	6,662	18,097	17,768	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	2,090	1,889	1,687	1,494	-	2,310	2,230	(2,310) -	80 3.5%	
	TOTAL EXPENSES	1,832,155	1,656,369	2,041,646	1,840,934	2,195,795	2,030,519	1,980,135	165,276 -	50,384 2.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 AMERICA'S SWIM TEAM/ MEMBERSHIP CARD Program:5740
 Program Manager: Wendy Bartlett / Jim Fox

Program Description: Digital athlete membership packet verifies the athlete's affiliation with the organization connects the athlete to the USA Swimming brand

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	95,021	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	361	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	107,640	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	20,919	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	223,941	-	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MUTUAL OF OMAHO SWIM 100 Program:5910
Program Manager:
Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	14	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	5,659	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	5,672	-	-	-	-	-	-	-	-	-	-	

RISK MANAGEMENT								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
	Member Programs											
219	9413 Member Insurance Programs	2,981,344	2,909,865	3,000,544	3,148,050	3,279,732	2,835,062	4,328,450	444,670	13.6%	(1,493,388)	(52.7%)
220	9415 Other Risk Management	5,959	24,270	12,318	10,330	19,700	13,700	3,700	6,000	30.5%	10,000	73.0%
	<i>Program Group Total</i>	2,987,303	2,934,135	3,012,862	3,158,380	3,299,432	2,848,762	4,332,150	450,670	13.7%	(1,483,388)	(52.1%)
	Committees											
221	9827 Operational Risk Committee	16,788	48,050	34,466	20,777	500	500	500	-	0.0%	-	0.0%
	<i>Program Group Total</i>	16,788	48,050	34,466	20,777	500	500	500	-	0.0%	-	0.0%
	Administration & Operational Support											
222	9490 Administration & Operational Support	38,100	22,246	16,197	16,299	30,755	24,105	14,500	6,650	21.6%	9,605	39.8%
	<i>Program Group Total</i>	38,100	22,246	16,197	16,299	30,755	24,105	14,500	6,650	21.6%	9,605	39.8%
	TOTAL RISK MANAGEMENT	3,042,191	3,004,431	3,063,524	3,195,455	3,330,687	2,873,367	4,347,150	457,320	13.7%	(1,473,783)	(51.3%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
MEMBER INSURANCE PROGRAMS Program:9413
Program Manager: Steve Levine

Program Description: Insurance coverage for LSCs, clubs, headquarters, etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	58	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	14	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	580	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	40	-	-	-	-	-	-	-	
60091	GENERAL TAXES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
62005	USSIC - GENERAL LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
62008	GENERAL LIABILITY/SML	2,329,252	2,218,221	2,267,026	2,260,728	2,388,282	2,186,869	3,509,000	201,413	8.4%	(1,322,131)	(60.5%)	Primary plus 2 layers excess.
62010	EXCESS GENERAL LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
62015	DIRECTOR & OFFICERS LIABILITY	158,780	176,116	179,683	112,869	300,000	208,213	300,000	91,787	30.6%	(91,787)	(44.1%)	Includes LSC D&O policy.
62016	USSIC - D & O	25,182	-	-	128,274	-	-	-	-	-	-	-	
62018	EVENT INSURANCE	3,408	3,308	-	2,756	6,000	6,000	6,000	-	0.0%	-	0.0%	
62020	EXCESS ACCIDENT MED-MEMBERSH	363,606	379,545	371,881	368,578	400,000	317,099	375,000	82,901	20.7%	(57,901)	(18.3%)	Follows membership; savings could increase.
62025	HQ - BUSINESS	18,308	19,716	18,671	20,974	22,000	22,000	25,000	-	0.0%	(3,000)	(13.6%)	
62027	CYBER LIABILITY	15,162	14,720	14,394	12,344	20,000	10,312	20,000	9,688	48.4%	(9,688)	(93.9%)	
62030	HQ - CRIME	0	7,517	7,400	4,500	14,000	14,000	14,000	-	0.0%	-	0.0%	
62035	LSC - CRIME	0	22,346	12,813	11,048	13,000	13,807	13,000	(807)	(6.2%)	807	5.8%	
62040	MEDIA ERRORS & OMISSIONS	15,162	14,720	14,394	12,344	20,000	10,312	20,000	9,688	48.4%	(9,688)	(93.9%)	
62055	TRAVEL ACCIDENT	0	-	1,296	-	6,000	6,000	6,000	-	0.0%	-	0.0%	
62060	FOREIGN TRAVEL	8,733	4,350	1,296	-	6,000	6,000	6,000	-	0.0%	-	0.0%	
62065	FOREIGN LIABILITY & AUTO	2,800	4,000	4,000	4,000	4,250	4,250	4,250	-	0.0%	-	0.0%	
62067	LEGAL SETTLEMENTS	40,952	37,679	103,074	206,682	75,000	25,000	25,000	50,000	66.7%	-	0.0%	
62070	USSIC SEXUAL CLUBS-PRE 2015	0	-	-	-	-	-	-	-	-	-	-	
62072	EXCESS SEXUAL MISCONDUCT-BZLY	0	-	-	-	-	-	-	-	-	-	-	
62073	USSIC SEXUAL PRIM-PRE 2015	0	-	-	-	-	-	-	-	-	-	-	
62080	KIDNAP/RANSOM	0	7,627	3,977	2,900	5,200	5,200	5,200	-	0.0%	-	0.0%	
72070	USSIC SEXUAL MISCONDUCT-CLUBS	0	-	-	-	-	-	-	-	-	-	-	
72073	USSIC SEXUAL MISCONDUCT-PRMRY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	2,981,344	2,909,865	3,000,544	3,148,050	3,279,732	2,835,062	4,328,450	444,670	-	(1,493,388)	(52.7%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OTHER RISK MANAGEMENT Program:9415
 Program Manager: Steve Levine
 Program Description: Expenses for the Other Risk Management.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	13	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	26	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	367	-	3,449	-	1,400	1,400	1,400	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	5,376	2,645	8,588	-	7,500	1,500	1,500	6,000	80.0%	-	0.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	330	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	204	-	-	-	800	800	800	-	0.0%	-	0.0%	
60093	AUDIT/TAX FEES	0	21,600	-	-	-	-	-	-	-	-	-	
60094	LEGAL FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	281	10,000	10,000	10,000	-	-	0.0%	10,000	100.0%	Risk Financing Study in alternate years.
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
62067	LEGAL SETTLEMENTS	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	5,959	24,270	12,318	10,330	19,700	13,700	3,700	6,000	-	10,000	73.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 OPERATIONAL RISK COMMITTEE Program:9827

Program Manager: Steve Levine

Program Description: Expenses for the Operational Risk Committee. Budgeting "virtual" meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	79	174	114	64	250	250	250	-	0.0%	-	0.0%	
60010	POSTAGE	1,304	14	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	101	19	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	100	85	-	160	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	77	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	193	268	115	272	-	-	-	-	-	-	-	
60020	SUPPLIES	0	26	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	795	-	1,068	849	-	-	-	-	-	-	-	
60034	CAR RENTAL	458	442	416	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	12	9	16	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	7,432	9,049	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	328	-	-	-	-	-	-	-	
60040	AIRFARE	5,042	10,223	4,644	6,568	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	637	584	304	869	-	-	-	-	-	-	-	
60042	LODGING	4,658	15,651	296	-	-	-	-	-	-	-	-	
60043	PER DIEM	1,385	5,212	1,038	1,630	-	-	-	-	-	-	-	
60044	HOSPITALITY	1,130	12,677	1,487	878	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	-	250	250	250	-	0.0%	-	0.0%	
60065	EQUIPMENT/SPACE RENTAL	818	2,667	961	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	16,575	35	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	-	75	-	-	-	-	-	-	-	
TOTAL EXPENSES		16,788	48,050	34,466	20,777	500	500	500	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:9490
Program Manager: Steve Levine
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	335	296	118	-	650	250	250	400	61.5%	-	0.0%	
60003	CELLULAR PHONE CHARGES	1,725	963	975	904	1,850	1,000	1,000	850	45.9%	-	0.0%	
60004	CONFERENCE CALLS	186	14	-	-	500	200	200	300	60.0%	-	0.0%	
60005	INTERNET SERVICE	0	-	75	28	65	65	65	-	0.0%	-	0.0%	
60006	OTHER COMMUNICATIONS COST	28	-	-	-	25	25	25	-	0.0%	-	0.0%	
60010	POSTAGE	3,379	3,921	3,939	2,395	4,000	2,000	1,000	2,000	50.0%	1,000	50.0%	
60011	FREIGHT	748	947	31	74	750	150	150	600	80.0%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	120	-	110	-	150	150	150	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	319	21	-	-	550	550	200	-	0.0%	350	63.6%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	350	-	440	617	450	450	-	-	0.0%	450	100.0%	
60019	FURNITURE & FIXTURES	6	-	-	-	100	100	100	-	0.0%	-	0.0%	
60020	SUPPLIES	859	639	-	-	535	535	535	-	0.0%	-	0.0%	
60033	MEALS & ENTERTAINMENT	389	374	152	20	500	500	500	-	0.0%	-	0.0%	
60034	CAR RENTAL	665	-	311	368	1,125	1,125	525	-	0.0%	600	53.3%	
60035	CAR RENTAL-GAS	21	-	-	22	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	1,395	565	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	771	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,734	169	2,209	3,998	2,500	2,500	1,200	-	0.0%	1,300	52.0%	
60041	GROUND TRANSPORTATION	755	-	776	771	750	750	125	-	0.0%	625	83.3%	
60042	LODGING	3,580	160	2,807	2,399	2,775	2,775	1,295	-	0.0%	1,480	53.3%	
60043	PER DIEM	954	-	886	599	855	855	910	-	0.0%	(55)	(6.4%)	
60044	HOSPITALITY	10	250	-	-	100	100	100	-	0.0%	-	0.0%	
60047	GOLDEN GOGGLES	3,750	-	-	-	2,000	2,000	1,000	-	0.0%	1,000	50.0%	
60056	PROTOCOL/GIFTS	1,687	2,441	-	-	200	200	200	-	0.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	3	-	-	-	-	-	645	-	-	(645)	-	
60061	APPAREL	0	-	-	-	250	250	250	-	0.0%	-	0.0%	
60062	APPAREL - VIK	7,690	10,220	-	2,500	7,500	5,000	2,500	2,500	33.3%	2,500	50.0%	
60064	BUILDING RENT	3,208	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	43	-	-	-	100	100	100	-	0.0%	-	0.0%	
60066	REPAIR/MAINTENANCE	18	-	-	-	25	25	25	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	4	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	55	-	-	-	250	250	250	-	0.0%	-	0.0%	
60086	TRAVEL AGENCY FEES	0	84	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	3,928	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	593	-	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	
60098	DUES & FEES	956	975	1,975	1,038	1,200	1,200	1,200	-	0.0%	-	0.0%	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	38,100	22,246	16,197	16,299	30,755	24,105	14,500	6,650	-	9,605	39.8%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
FOUNDATION AND MAKE A SPLASH SUPPORT Program:6666
Program Manager: CEO
Program Description: Support for the USA Swimming Foundation initiatives.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	
EXPENSES:												
60100	Grants - Block grant	300,000	250,000	250,000	0	0	0	0	-	0%	-	0%
60100	Grants - MAS other support	0	0	0	0	0	0	0	-	0%	-	0%
60100	Grants - MAS staff (2016 Quad)	140,000	0	0	0	0	0	0	-	0%	-	0%
60101	In Kind - USAS staff allocation	327,344	231,061	342,921	449,414	311,000	449,414	449,414	(138,414)	-45%	-	0%
60100	Grants - MAS Tour Adj.	0	0	0	0	0	0	0	-	0%	-	0%
60100	Grants - Unclaimed Prize Money	65,041	44,310	404,076	0	0	0	0	-	0%	-	0%
TOTAL EXPENSES		832,385	525,371	996,997	449,414	311,000	449,414	449,414	(138,414)	-45%	0	0%
=====												

EXECUTIVE								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
Other Executive												
224	7820 Nominating Committee	-	-	149	2,068	8,892	0	2,500	8,892	100.0%	(2,500)	
225	7920 CEO Contingency	62,563	186,358	26,860	68,825	60,000	25,000	20,000	35,000	58.3%	5,000	20.0%
226	7930 Board Chair Travel and Expenses	43,577	27,412	29,833	43,612	44,797	10,000	40,000	34,797	77.7%	(30,000)	(300.0%)
227	7931 Olympic Games Executive Contingency	115,225	-	-	-	100,000	0	20,000	100,000	100.0%	(20,000)	
228	7937 Splash Makers II	125,708	1,321	1,536	-	0	0	0	-		-	
229	7940 Documentary Film & Education	1,223,348	-	-	-	0	0	0	-		-	
230	7945 CSCAA Grant	120,000	120,005	120,000	120,000	120,000	120,000	120,000	-	0.0%	-	0.0%
231	7971 Organizational Relations - Domestic	56,625	59,302	84,164	53,609	67,500	20,000	13,000	47,500	70.4%	7,000	35.0%
232	7981 International Relations	59,324	45,743	59,463	30,917	44,274	5,000	20,000	39,274	88.7%	(15,000)	(300.0%)
233	7984 Organizational Relations - Internat'l	49,239	27,582	33,577	26,203	40,000	3,500	6,000	36,500	91.3%	(2,500)	(71.4%)
Program Group Total		1,855,609	467,723	355,582	345,233	485,463	183,500	241,500	301,963	62.2%	(58,000)	(31.6%)
Committees												
234	7803 Board of Directors	212,407	168,291	174,281	132,316	154,643	10,000	80,000	144,643	93.5%	(70,000)	(700.0%)
235	7805 Executive Committee	11,223	10,436	-	-	0	0	0	-		-	
236	7806 Committee Chairs Meeting	341	31,149	-	-	0	0	0	-		-	
237	7807 Zone Administration	2,725	2,532	5,370	-	0	0	0	-		-	
238	7808 Task Forces	46,168	173,306	140,077	182,985	166,670	153,720	99,400	12,950	7.8%	54,320	35.3%
239	7811 International Relations Committee	20,848	29,734	19,522	8,778	500	0	0	500	100.0%	-	
Program Group Total		293,713	415,448	339,251	324,079	321,813	163,720	179,400	158,093	49.1%	(15,680)	(9.6%)
Administration & Operational Support												
240	7990 Administration & Operational Support	138,565	149,966	130,084	123,454	166,880	45,150	97,710	121,730	72.9%	(52,560)	(116.4%)
241	7999 Salary and Benefits	1,714,970	2,980,660	705,232	808,003	875,422	696,867	894,888	178,555	20.4%	(198,021)	(28.4%)
Program Group Total		1,853,535	3,130,626	835,316	931,457	1,042,302	742,017	992,598	300,285	28.8%	(250,581)	(33.8%)
TOTAL EXECUTIVE		4,002,856	4,013,797	1,530,149	1,600,769	1,849,578	1,089,237	1,413,498	760,341	41.1%	(324,261)	(29.8%)

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 NOMINATING COMMITTEE Program:7820
 Program Manager: Paula D'Amico
 Description: Funds to be used by the Nominating Committee.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	91	69	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	-	600	-	-	600	100.0%	-	-	
60040	AIRFARE	0	-	-	-	3,000	-	1,200	3,000	100.0%	(1,200)	-	
60042	LODGING	0	-	-	-	2,220	-	740	2,220	100.0%	(740)	-	
60043	PER DIEM	0	-	-	-	684	-	-	684	100.0%	-	-	
60080	SUBSCRIPTIONS	0	-	-	1,999	-	-	-	-	-	-	-	
60098	DUES & FEES	0	-	58	-	2,388	-	560	2,388	100.0%	(560)	-	
	TOTAL EXPENSES	0	-	149	2,068	8,892	-	2,500	8,892	-	(2,500)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CEO CONTINGENCY Program:7920

Program Manager: Tim Hinchey, CEO

Program Description: These funds are made available for discretionary use by the CEO. Historically, these funds have been used for: local community activities of the Colorado Springs Chamber of Commerce and Sports Corporation; flowers and memorial gifts related to deceased members of the swimming family; silent auction items; staff holiday function; gift certificates; fundraising events; etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60010	POSTAGE	0	1	1	1	-	-	-	-	-	-	-	
60011	FREIGHT	41	-	8	78	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	30	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	1,070	-	-	-	-	-	-	-	
60020	SUPPLIES	0	72	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	1,334	-	8,114	5,366	10,000	10,000	4,000	-	0.0%	6,000	60.0%	
60034	CAR RENTAL	0	-	-	-	1,500	1,500	-	-	0.0%	1,500	100.0%	
60036	OTHER LODGING	0	-	-	1,572	-	-	4,000	-	-	(4,000)	-	
60038	OTHER AIRFARE	0	-	568	1,206	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	285	638	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	623	-	-	-	-	-	-	-	
60042	LODGING	4,794	-	-	3,246	4,500	500	-	4,000	88.9%	500	100.0%	
60043	PER DIEM	0	-	-	321	-	-	-	-	-	-	-	
60044	HOSPITALITY	3,542	7,186	4,046	9,974	5,000	1,000	5,000	4,000	80.0%	(4,000)	(400.0%)	Catering, Trials hospitality
60045	TICKETS	0	450	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	3,750	-	-	1,980	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	11,419	7,576	4,391	16,807	7,500	4,000	-	3,500	46.7%	4,000	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	128	-	-	10,310	-	-	-	-	-	-	-	
60061	APPAREL	4,409	214	2,411	-	5,000	-	-	5,000	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	649	316	-	7,868	1,000	1,000	1,500	-	0.0%	(500)	(50.0%)	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	865	-	-	-	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	25	-	-	-	-	-	-	-	
60094	LEGAL FEES	25,550	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	36	157,500	-	-	3,500	-	-	3,500	100.0%	-	-	
60098	DUES & FEES	6,048	12,819	7,036	7,709	7,000	7,000	5,500	-	0.0%	1,500	21.4%	Staff memberships and Masters team
60666	MISCELLANEOUS EXPENSES	0	-	-	-	15,000	-	-	15,000	100.0%	-	-	
61024	STAFF DEVELOPMENT	0	223	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	62,563	186,358	26,860	68,825	60,000	25,000	20,000	35,000	-	5,000	20.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
BOARD CHAIR TRAVEL AND EXPENSES Program:7930
Program Manager: CFO and Paula D'Amico

Program Description: These funds are to be used to cover travel, hotel, meal, hospitality and miscellaneous expenses incurred by the Board Chair in the fulfillment of his duties.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	293	11	11	25	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	27	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	516	482	301	693	1,500	975	1,000	525	35.0%	(25)	(2.6%)	
60033	MEALS & ENTERTAINMENT	383	994	524	2,603	3,500	1,000	3,000	2,500	71.4%	(2,000)	(200.0%)	
60034	CAR RENTAL	1,759	2,125	1,822	503	1,125	1,125	1,125	-	0.0%	-	0.0%	Often shares car with Tim
60035	CAR RENTAL-GAS	117	152	117	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	5,235	565	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	8,745	10,205	10,922	17,754	13,000	1,500	14,000	11,500	88.5%	(12,500)	(833.3%)	
60041	GROUND TRANSPORTATION	1,568	1,808	1,969	2,870	1,500	1,500	3,650	-	0.0%	(2,150)	(143.3%)	
60042	LODGING	28,185	8,031	6,374	15,897	19,210	2,500	15,725	16,710	87.0%	(13,225)	(529.0%)	Increased travel commitments
60043	PER DIEM	1,649	1,982	2,039	2,296	3,762	200	1,500	3,562	94.7%	(1,300)	(650.0%)	
60044	HOSPITALITY	0	-	-	33	-	-	-	-	-	-	-	
60045	TICKETS	0	-	-	41	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	35	127	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	330	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	250	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	116	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	78	1,494	378	-	200	200	-	-	0.0%	200	100.0%	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	1,000	1,000	-	-	0.0%	1,000	100.0%	
	TOTAL EXPENSES	43,577	27,412	29,833	43,612	44,797	10,000	40,000	34,797	-	(30,000)	(300.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
OLYMPIC GAMES EXECUTIVE CONTINGENCY Program:7931

Program Manager: Tim Hinchey, CEO

Program Description: These funds are to be used to send the Board Chair and CEO to the Olympic Games, meet hospitality and protocol needs, provide post-Games gifts for Olympic Team athletes and staff, and provide an emergency fund for unforeseen expenses related to the Olympic Games and the Olympic Team.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
SECTION 2:									\$	%	\$	%	
EXPENSES:													
60011	FREIGHT	150	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,172	-	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	486	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	22,000	-	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	1,233	-	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	43,991	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	1,125	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	44,057	-	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	10	-	-	-	-	-	-	-	-	-	-	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	100,000	-	20,000	100,000	100.0%	(20,000)	-	
TOTAL EXPENSES		115,225	-	-	-	100,000	-	20,000	100,000	-	(20,000)	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SPLASH MAKERS II Program:7937

Program Manager: Tim Hinchey, CEO

Program Description: The SplashMakers book that was produced and published in 2016 recognizing and celebrating the impact of 16 people who have contributed to USA Swimming's success.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60010	POSTAGE	18	-	-	-	-	-	-	-	-	
60011	FREIGHT	3,311	69	1,536	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	150	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	43,000	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	334	-	-	-	-	-	-	-	-	
60020	SUPPLIES	30	492	-	-	-	-	-	-	-	
60040	AIRFARE	21,464	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	676	-	-	-	-	-	-	-	-	
60042	LODGING	15,630	-	-	-	-	-	-	-	-	
60043	PER DIEM	498	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	(1,200)	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	1,250	-	-	-	-	-	-	-	-	
60050	HONORARIA	35,500	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	759	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	47	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	5,000	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	125,708	1,321	1,536	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
DOCUMENTARY FILM & EDUCATION Program:7940

Program Manager:

Program Description: A documentary film about the 1976 Montreal Olympic Games and the story of the U.S. Women's Team facing the doped East German Team. This latter project is also intended to help educate current and future generations of swimmers about an important episode in our sport's history, and the evils of doping and the values of clean sport that are so important.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget	(Increase)/Decrease 2021 Budget vs 2020 Forecast	Comments		
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	35	-	-	-	-	-	-	-	-	-	-	-
60010	POSTAGE	82	-	-	-	-	-	-	-	-	-	-	-
60011	FREIGHT	2,578	-	-	-	-	-	-	-	-	-	-	-
60016	CAR RENTAL/GAS	1,847	-	-	-	-	-	-	-	-	-	-	-
60020	SUPPLIES	8,079	-	-	-	-	-	-	-	-	-	-	-
60025	ADVERTISING	697	-	-	-	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	8,519	-	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	30,097	-	-	-	-	-	-	-	-	-	-	-
60041	GROUND TRANSPORTATION	7,127	-	-	-	-	-	-	-	-	-	-	-
60042	LODGING	32,151	-	-	-	-	-	-	-	-	-	-	-
60043	PER DIEM	1,664	-	-	-	-	-	-	-	-	-	-	-
60044	HOSPITALITY	2,644	-	-	-	-	-	-	-	-	-	-	-
60047	GOLDEN GOGGLES	3,750	-	-	-	-	-	-	-	-	-	-	-
60050	HONORARIA	3,750	-	-	-	-	-	-	-	-	-	-	-
60060	GEAR/EQUIPMENT/SIGNAGE	2,973	-	-	-	-	-	-	-	-	-	-	-
60065	EQUIPMENT/SPACE RENTAL	1,800	-	-	-	-	-	-	-	-	-	-	-
60071	TELEVISION/VIDEO PRODUCTION	53,439	-	-	-	-	-	-	-	-	-	-	-
60097	OTHER PROFESSIONAL SERVICES	1,046,887	-	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	15,229	-	-	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	1,223,348	-	-	-	-	-	-	-	-	-	-	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal

CSCAA GRANT Program:7945

Program Manager: Mike Unger

Program Description: USA Swimming's Board of Directors approved a grant of \$120K/yr. to help the CSCAA in its work to protect and preserve NCAA Division I swimming programs. The funds are intended to be used to provide personnel and travel assistance support.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	5	-	-	-	-	-	-	-	-	-	-
60040	AIRFARE	0	-	-	-	-	-	-	-	-	-	-	-
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	-
60100	GRANTS	120,000	120,000	120,000	120,000	120,000	120,000	120,000	-	0.0%	-	0.0%	-
	TOTAL EXPENSES	120,000	120,005	120,000	120,000	120,000	120,000	120,000	-	-	-	0.0%	-

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ORGANIZATIONAL RELATIONS - DOMESTIC Program:7971

Program Manager: Mike Unger

Program Description: These funds are to be used at the discretion of the CEO to support collaborative activities and business-enhancing relationships with various affinity organizations such as: USOC, NCAA, ISHOF, ASCA, CSCAA, YMCA, NISCA, Women's Sports Foundation, city sports corporations, "Our Kids Initiative," etc.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	19	-	-	-	-	-	-	-	
60010	POSTAGE	26	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	178	191	23	2,314	200	-	-	200	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	120	-	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	250	-	-	250	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	118	30	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	100	-	-	100	100.0%	-	-	
60025	ADVERTISING	1,000	-	-	-	500	-	-	500	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	430	805	364	823	400	400	-	-	0.0%	400	100.0%	
60034	CAR RENTAL	0	130	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	125	-	-	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	820	391	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	1,163	2,986	1,721	930	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	352	228	182	-	300	200	-	100	33.3%	200	100.0%	
60042	LODGING	0	1,174	895	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	109	45	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	991	624	17,233	209	1,000	650	-	350	35.0%	650	100.0%	
60045	TICKETS	0	-	9,000	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	32,500	6,500	3,550	2,970	12,750	1,000	-	11,750	92.2%	1,000	100.0%	
60055	AWARDS	0	-	425	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	13,400	37,300	40,900	41,000	30,000	10,750	10,000	19,250	64.2%	750	7.0%	Strategic, applicable outside organization donations.
60065	EQUIPMENT/SPACE RENTAL	248	-	3,801	953	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	5	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	4,000	2,000	-	2,000	50.0%	2,000	100.0%	
60098	DUES & FEES	6,100	9,100	5,200	4,000	6,000	5,000	-	1,000	16.7%	5,000	100.0%	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	12,000	-	2,000	12,000	100.0%	(2,000)	-	ACES/USAS fees
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	1,000	-	-	(1,000)	-	
	TOTAL EXPENSES	56,625	59,302	84,164	53,609	67,500	20,000	13,000	47,500	-	7,000	35.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

INTERNATIONAL RELATIONS Program:7981

Program Manager: Mike Unger

Program Description: These funds are to be used to send USA Swimming representatives to continental and international meetings and events in order to cultivate relationships, gather information and advance positions that seek to support our international influence and stature.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60002	LONG DISTANCE PHONE SERVICE	3,745	2,899	2,359	2,032	1,500	-	-	1,500	100.0%	-	-	
60003	CELLULAR PHONE CHARGES	0	-	-	316	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	0	13	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	21	-	-	-	-	-	-	-	-	
60010	POSTAGE	543	228	124	112	300	300	-	-	0.0%	300	100.0%	
60011	FREIGHT	561	688	680	-	500	250	-	250	50.0%	250	100.0%	
60013	EXCESS BAGGAGE & TIPS	50	-	50	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	195	27	-	-	300	150	-	150	50.0%	150	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	20	14	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	1	16	-	50	50	-	-	0.0%	50	100.0%	
60033	MEALS & ENTERTAINMENT	6,993	10,480	5,163	8,801	7,000	1,000	-	6,000	85.7%	1,000	100.0%	
60034	CAR RENTAL	154	92	291	450	-	-	600	-	-	(600)	-	
60035	CAR RENTAL-GAS	0	13	38	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	6,878	2,629	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	547	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	22,836	13,084	34,391	7,904	7,200	1,000	8,400	6,200	86.1%	(7,400)	(740.0%)	Some trips covered by FINA or UANA
60041	GROUND TRANSPORTATION	5,369	3,395	2,894	3,188	3,500	750	-	2,750	78.6%	750	100.0%	
60042	LODGING	9,685	8,046	3,299	1,228	13,320	1,000	4,995	12,320	92.5%	(3,995)	(399.5%)	
60043	PER DIEM	0	1,047	1,398	567	4,104	500	1,040	3,604	87.8%	(540)	(108.0%)	
60044	HOSPITALITY	53	340	-	2,147	-	-	4,965	-	-	(4,965)	-	
60045	TICKETS	800	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	147	-	-	-	1,500	-	-	1,500	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	1,037	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	147	442	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	443	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	6,000	2,700	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	2,046	2,228	1,302	62	-	-	-	-	-	-	-	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	5,000	-	-	5,000	100.0%	-	-	
	TOTAL EXPENSES	59,324	45,743	59,463	30,917	44,274	5,000	20,000	39,274	-	(15,000)	(300.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 ORGANIZATIONAL RELATIONS - INTERNAT'L Program:7984

Program Manager: Mike Unger

Program Description: These funds are to be used to support international-related activities, including the organization and staging of seminars and conferences for coaches, technical directors, officials and federation leaders as part of USA Swimming's ongoing effort to improve international relationships and enhance our NGB's influence and stature.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	17	-	-	17	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	33	314	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	224	-	130	-	750	-	-	750	100.0%	-	-	
60036	OTHER LODGING	0	-	15,000	6,186	-	-	-	-	-	-	-	
60040	AIRFARE	949	5,658	(500)	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	42	259	121	-	-	-	-	-	-	-	-	
60042	LODGING	474	-	320	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	245	125	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	2,000	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	17,500	3,900	2,840	-	5,250	-	-	5,250	100.0%	-	-	
60050	HONORARIA	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	15,000	15,000	15,000	15,000	8,000	-	-	8,000	100.0%	-	-	
60059	MEET RIGHTS FEES	15,000	-	-	-	4,000	-	-	4,000	100.0%	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	675	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	12	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	(133)	5,000	-	-	-	-	-	-	-	
60098	DUES & FEES	0	195	-	-	-	-	-	-	-	-	-	
60100	GRANTS	0	-	-	-	-	-	-	-	-	-	-	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	22,000	3,500	6,000	18,500	84.1%	(2,500)	(71.4%)	
	TOTAL EXPENSES	49,239	27,582	33,577	26,203	40,000	3,500	6,000	36,500	-	(2,500)	(71.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

BOARD OF DIRECTORS Program:7803

Program Manager: CFO and Paula D'Amico

Program Description: These funds are allocated to cover travel, housing, meals, printing and miscellaneous expenses for up to four board meetings per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	Budgeting 2 in person meetings in 2021.
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	260	47	267	71	300	-	-	300	100.0%	-	-	
60005	INTERNET SERVICE	10	-	12	-	-	-	-	-	-	-	-	
60010	POSTAGE	103	-	10	-	-	-	-	-	-	-	-	
60011	FREIGHT	1,858	531	425	71	500	-	500	500	100.0%	(500)	-	
60013	EXCESS BAGGAGE & TIPS	529	200	170	413	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	1,597	2,180	758	187	600	-	-	600	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	2,485	2,183	2,499	3,448	1,800	-	1,800	1,800	100.0%	(1,800)	-	
60020	SUPPLIES	547	891	913	791	500	100	150	400	80.0%	(50)	(50.0%)	
60033	MEALS & ENTERTAINMENT	2,291	322	13,605	5,161	9,000	500	4,000	8,500	94.4%	(3,500)	(700.0%)	
60034	CAR RENTAL	3,550	1,474	829	1,342	1,875	600	900	1,275	68.0%	(300)	(50.0%)	Actuals Trending Low
60035	CAR RENTAL-GAS	253	80	16	218	-	-	400	-	-	(400)	-	
60036	OTHER LODGING	0	-	39,988	39,317	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	200	933	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	55,875	46,205	42,552	29,977	35,000	2,000	19,200	33,000	94.3%	(17,200)	(860.0%)	possible two meetings (sept/nov) (est. \$500 per flight)
60041	GROUND TRANSPORTATION	7,179	4,053	4,025	5,476	4,000	200	2,000	3,800	95.0%	(1,800)	(900.0%)	
60042	LODGING	63,753	47,143	2,480	127	38,850	1,000	25,980	37,850	97.4%	(24,980)	(2498.0%)	possible two meetings (sept/nov) (est. \$200 per night) two possible meetings (sept/nov), \$3750 for per diem (\$50 per meeting per person)
60043	PER DIEM	13,175	12,469	12,814	9,012	5,130	500	2,300	4,630	90.3%	(1,800)	(360.0%)	
60044	HOSPITALITY	27,522	30,026	28,538	18,782	32,000	1,000	12,000	31,000	96.9%	(11,000)	(1100.0%)	
60047	GOLDEN GOGGLES	0	8,775	4,260	5,610	5,000	-	3,376	5,000	100.0%	(3,376)	-	
60056	PROTOCOL/GIFTS	0	-	-	-	500	500	-	-	0.0%	500	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	-	-	-	-	-	-	-	-	-	
60062	APPAREL - VIK	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	10,427	11,255	14,757	3,825	13,000	-	3,000	13,000	100.0%	(3,000)	-	
60070	CAMERA, PHOTO, VIDEO	0	395	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	3,588	3,588	3,588	3,600	1,794	(12)	(0.3%)	1,806	50.2%	
60087	CREDIT CARD FEES	0	12	4	48	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	20,994	-	75	225	-	-	-	-	-	-	-	
60098	DUES & FEES	0	52	1,495	3,695	3,000	-	2,600	3,000	100.0%	(2,600)	-	
	TOTAL EXPENSES	212,407	168,291	174,281	132,316	154,643	10,000	80,000	144,643	-	(70,000)	(700.0%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

EXECUTIVE COMMITTEE Program:7805

Program Manager: CFO and Paula D'Amico

Program Description: These funds are allocated to cover travel, housing, meal, printing and miscellaneous expenses associated with the annual budget meeting in August, and for miscellaneous conference calls.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	96	-	-	-	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	9	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	141	230	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	86	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	205	59	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	506	157	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	142	-	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,746	3,547	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	54	354	-	-	-	-	-	-	-	-	-	
60042	LODGING	3,437	4,142	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	2,353	736	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	1,180	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	505	976	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	11,223	10,436	-	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

COMMITTEE CHAIRS MEETING Program:7806

Program Manager:

Program Description: These funds are allocated to cover the cost of a meeting for all committee chairs.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %	(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %	Comments
SECTION 2:											
	EXPENSES:										
60011	FREIGHT	0	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	180	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	302	-	-	-	-	-	-	-	
60020	SUPPLIES	0	45	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	944	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	53	-	-	-	-	-	-	-	
60040	AIRFARE	341	12,349	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	398	-	-	-	-	-	-	-	
60042	LODGING	0	5,432	-	-	-	-	-	-	-	
60043	PER DIEM	0	2,400	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	7,685	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	1,360	-	-	-	-	-	-	-	
	TOTAL EXPENSES	341	31,149	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

ZONE ADMINISTRATION Program:7807

Program Manager:

Program Description:

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	80	20	17	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	2,645	320	5,354	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	2,192	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	2,725	2,532	5,370	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

TASK FORCES Program:7808

Program Manager: CFO and Paula D'Amico

Program Description: These funds are available for use upon the approval of the Board Chair and CEO for various task forces and study groups that may be appointed to work on specific projects throughout the year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments	
SECTION 2:														
	EXPENSES:													
60004	CONFERENCE CALLS	324	591	238	72	200	200	-	-	0.0%	200	100.0%		
60011	FREIGHT	0	33	11	-	-	-	-	-	-	-	-		
60013	EXCESS BAGGAGE & TIPS	0	50	-	-	-	-	-	-	-	-	-		
60015	PRINTING AND DUPLICATION	15	8	35	-	120	120	-	-	0.0%	120	100.0%		
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-		
60017	PERSONAL CAR MILEAGE	92	14	433	570	500	500	500	-	0.0%	-	0.0%		
60033	MEALS & ENTERTAINMENT	141	2,924	60	-	-	-	-	-	-	-	-		
60034	CAR RENTAL	0	-	22	-	-	-	-	-	-	-	-		
60036	OTHER LODGING	0	-	3,432	1,074	-	-	-	-	-	-	-		
60038	OTHER AIRFARE	0	-	407	-	-	-	-	-	-	-	-		
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-		
60040	AIRFARE	11,932	14,323	5,152	778	1,000	1,000	1,200	-	0.0%	(200)	(20.0%)		
60041	GROUND TRANSPORTATION	138	619	175	86	1,000	1,000	125	-	0.0%	875	87.5%		
60042	LODGING	2,384	9,936	242	307	1,850	1,850	1,850	-	0.0%	-	0.0%		
60043	PER DIEM	1,841	1,211	480	102	-	-	325	-	-	(325)	-		
60044	HOSPITALITY	1,861	6,860	3,317	-	2,000	2,000	-	-	0.0%	2,000	100.0%		
60060	GEAR/EQUIPMENT/SIGNAGE	0	1,920	-	-	-	-	-	-	-	-	-		
60065	EQUIPMENT/SPACE RENTAL	2,305	5,107	1,553	-	1,000	1,000	-	-	0.0%	1,000	100.0%		
60075	AUTOMOBILE EXPENSE	0	-	57	-	-	-	-	-	-	-	-		
60097	OTHER PROFESSIONAL SERVICES	24,854	129,500	124,284	179,996	159,000	146,050	95,400	12,950	8.1%	50,650	34.7%	Consultants, etc.	
60098	DUES & FEES	280	210	180	-	-	-	-	-	-	-	-		
	TOTAL EXPENSES	46,168	173,306	140,077	182,985	166,670	153,720	99,400	12,950	-	54,320	35.3%		

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 INTERNATIONAL RELATIONS COMMITTEE Program:7811
 Program Manager: Mike Unger

Program Description: These funds are allocated to cover the cost of travel, housing, meals, printing and miscellaneous expenses for two committee meetings per year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60002	LONG DISTANCE PHONE SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	69	69	54	91	250	-	-	250	100.0%	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	13	119	12	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	239	4	6	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	27	77	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	61	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	144	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	104	445	-	56	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	25	-	14	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	4,420	1,955	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	5,966	10,006	5,025	3,922	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	120	636	191	225	-	-	-	-	-	-	-	
60042	LODGING	4,543	7,017	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	2,934	2,680	3,300	1,170	-	-	-	-	-	-	-	
60044	HOSPITALITY	4,113	4,907	4,104	57	-	-	-	-	-	-	-	
60045	TICKETS	0	85	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	257	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	2,748	3,570	2,119	1,032	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	4	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	150	-	250	-	-	250	100.0%	-	-	
60098	DUES & FEES	0	-	-	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		20,848	29,734	19,522	8,778	500	-	-	500	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:7990
Program Manager: CFO and Paula D'Amico

Program Description: These funds are budgeted to cover all expenses associated with the administrative and operational activities of the CEO's office.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	623	503	400	400	400	-	0.0%	-	0.0%	
60002	LONG DISTANCE PHONE SERVICE	655	701	100	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	7,351	7,933	2,972	4,160	4,300	3,900	3,900	400	9.3%	-	0.0%	
60004	CONFERENCE CALLS	55	157	321	130	500	200	-	300	60.0%	200	100.0%	
60005	INTERNET SERVICE	0	34	240	90	200	-	-	200	100.0%	-	-	
60006	OTHER COMMUNICATIONS COST	659	551	227	266	400	300	-	100	25.0%	300	100.0%	
60010	POSTAGE	136	269	80	36	100	100	100	-	0.0%	-	0.0%	
60011	FREIGHT	725	808	957	545	800	-	150	800	100.0%	(150)	-	
60013	EXCESS BAGGAGE & TIPS	280	-	145	60	100	-	100	100	100.0%	(100)	-	
60015	PRINTING AND DUPLICATION	4,693	5,166	1,706	688	1,500	-	500	1,500	100.0%	(500)	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	241	-	296	-	300	-	300	300	100.0%	(300)	-	
60019	FURNITURE & FIXTURES	1,739	5,321	33	-	-	-	-	-	-	-	-	
60020	SUPPLIES	5,224	4,438	1,705	723	1,500	500	600	1,000	66.7%	(100)	(20.0%)	
60025	ADVERTISING	0	-	150	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	739	5,551	16,346	12,481	15,000	500	9,620	14,500	96.7%	(9,120)	(1824.0%)	
60034	CAR RENTAL	260	-	1,183	1,205	1,500	500	1,350	1,000	66.7%	(850)	(170.0%)	Uses more Ubers than rentals
60035	CAR RENTAL-GAS	51	6	73	28	-	-	200	-	-	(200)	-	
60036	OTHER LODGING	0	-	2,366	-	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	2,819	863	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	6,472	5,444	22,171	27,418	35,000	1,000	15,600	34,000	97.1%	(14,600)	(1460.0%)	(actuals include Tokyo flights)
60041	GROUND TRANSPORTATION	1,085	779	4,478	4,313	4,500	100	1,500	4,400	97.8%	(1,400)	(1400.0%)	
60042	LODGING	2,380	5,129	18,500	23,031	39,900	1,000	18,315	38,900	97.5%	(17,315)	(1731.5%)	Increased travel
60043	PER DIEM	2,052	2,029	4,276	5,881	7,980	500	4,875	7,480	93.7%	(4,375)	(875.0%)	Increased travel
60044	HOSPITALITY	98	141	938	947	1,000	750	750	250	25.0%	-	0.0%	
60046	LAUNDRY SERVICES	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	2,001	2,518	3,841	93	3,800	100	100	3,700	97.4%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	29	191	5	178	-	-	200	-	-	(200)	-	
60061	APPAREL	102	-	2,987	578	2,000	100	600	1,900	95.0%	(500)	(500.0%)	
60062	APPAREL - VIK	0	-	958	205	-	-	250	-	-	(250)	-	
60064	BUILDING RENT	32,078	35,992	10,012	6,893	9,900	7,200	7,300	2,700	27.3%	(100)	(1.4%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	433	522	1,668	600	1,400	-	600	1,400	100.0%	(600)	-	
60066	REPAIR/MAINTENANCE	183	202	41	-	200	-	-	200	100.0%	-	-	
60070	CAMERA, PHOTO, VIDEO	425	242	265	-	-	-	-	-	-	-	-	
60071	TELEVISION/VIDEO PRODUCTION	0	-	-	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	38	36	8	6	-	50	50	(50)	-	-	0.0%	
60080	SUBSCRIPTIONS	3,947	3,449	593	641	700	800	700	(100)	(14.3%)	100	12.5%	
60086	TRAVEL AGENCY FEES	0	1,912	9,785	9,464	9,800	9,000	9,000	800	8.2%	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	39,275	43,083	11,460	8,616	9,000	10,100	9,400	(1,100)	(12.2%)	700	6.9%	
60096	INSURANCE	0	-	-	3	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	20,653	8,090	1,473	1,682	1,400	-	1,200	1,400	100.0%	(1,200)	-	
60098	DUES & FEES	1,206	3,159	6,239	11,976	13,200	8,000	10,000	5,200	39.4%	(2,000)	(25.0%)	
61006	VISION PREMIUMS	0	-	-	1	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	2	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	10	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	3,299	3,294	-	-	500	-	-	500	100.0%	-	-	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	138,565	149,966	130,084	123,454	166,880	45,150	97,710	121,730	-	(52,560)	(116.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SALARY AND BENEFITS Program:7999

Program Manager: Tim Hinchey, CEO

Program Description: These funds are available to cover expenses associated with the salaries and benefits for the CEO & Executive Administrative Assistant

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60043	PER DIEM	12	-	-	-	-	-	-	-	-	-	-	
60088	INTEREST EXP - DEFERRED COMP	25,179	24,587	22,434	16,996	11,600	13,600	12,000	(2,000)	(17.2%)	1,600	11.8%	
60101	FOUNDATION ALLOCATION	(154,578)	(10,022)	(102,096)	(145,728)	(103,000)	(146,000)	(146,000)	43,000	(41.7%)	-	0.0%	
61000	SALARIES	1,571,772	2,650,004	694,973	841,723	868,290	718,359	916,381	149,931	17.3%	(198,022)	(27.6%)	
61006	VISION PREMIUMS	1,693	1,852	695	524	-	437	421	(437)	-	16	3.7%	
61010	MOVING EXPENSES	0	-	-	-	-	-	-	-	-	-	-	
61011	AUTO ALLOWANCE	9,000	7,269	9,000	9,000	9,000	9,000	9,000	-	0.0%	-	0.0%	
61012	CLUB DUES	6,900	2,389	-	-	-	-	-	-	-	-	-	
61014	PAYROLL TAXES	66,813	78,775	22,207	29,027	24,836	23,316	26,251	1,520	6.1%	(2,935)	(12.6%)	
61015	PENSION CONTRIBUTION	67,660	85,900	4,915	15,422	33,989	35,536	36,138	(1,547)	(4.6%)	(602)	(1.7%)	
61017	HEALTH	101,983	118,752	47,029	36,567	30,707	37,250	35,459	(6,543)	(21.3%)	1,791	4.8%	
61018	DISABILITY INSURANCE	4,495	6,856	1,828	1,594	-	1,692	1,692	(1,692)	-	-	0.0%	
61019	DENTAL INSURANCE	7,941	8,823	3,393	2,336	-	2,615	2,484	(2,615)	-	131	5.0%	
61020	WORKERS COMPENSATION INSURAN	1,856	1,664	500	339	-	450	450	(450)	-	-	0.0%	
61022	EYE CARE REIMBURSEMENTS	695	300	100	-	-	400	400	(400)	-	-	0.0%	
61024	STAFF DEVELOPMENT	2,393	2,422	-	-	-	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	1,155	1,091	254	204	-	212	212	(212)	-	-	0.0%	
	TOTAL EXPENSES	1,714,970	2,980,660	705,232	808,003	875,422	696,867	894,888	178,555	-	(198,021)	(28.4%)	

FINANCE							2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast	
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	\$	%	\$	%
	Other Programs										
242	8500 LSC/Club Financial Presentation Resources	475	36,344	4,529	5,056	10,112	300	0	9,812	97.0%	300 100.0%
	<i>Program Group Total</i>	475	36,344	4,529	5,056	10,112	300	-	9,812 97.0%	300 100.0%	
	Committees										
243	8880 Audit Committee	22	23	11	-	100	0	0	100 100.0%	-	
244	8895 Investment Committee	219	280	83	139	200	0	0	200 100.0%	-	
	<i>Program Group Total</i>	241	303	94	139	300	-	-	300 100.0%	-	
	Administration & Operational Support										
245	8990 Administration & Operational Support	217,112	204,697	143,348	182,541	215,946	192,700	175,800	23,246 10.8%	16,900 8.8%	
246	8999 Salary and Benefits	1,202,469	1,122,819	723,561	970,068	720,157	681,856	655,407	38,301 5.3%	26,449 3.9%	
	<i>Program Group Total</i>	1,419,581	1,327,516	866,909	1,152,609	936,103	874,556	831,207	61,547 6.6%	43,349 5.0%	
	TOTAL FINANCE	1,420,297	1,364,162	871,532	1,157,804	946,515	874,856	831,207	71,659 7.6%	43,649 5.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC/CLUB FINANCIAL PRESENTATION RESOURCES Program:8500
Program Manager: Tami Bock/ Joan Bugar
Program Description: Convention Expenses to Include Treasurer's Workshop & LSC Assistance

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												Virtual.
60010	POSTAGE	1	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	148	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	60	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	583	-	-	50	-	-	50	100.0%	-	-	
60033	MEALS & ENTERTAINMENT	121	39	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	342	-	-	-	-	-	-	-	
60040	AIRFARE	353	2,437	-	438	1,000	-	-	1,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	0	94	-	-	-	-	-	-	-	-	-	
60042	LODGING	0	11,442	-	-	2,220	-	-	2,220	100.0%	-	-	
60043	PER DIEM	0	3,098	-	-	342	-	-	342	100.0%	-	-	
60044	HOSPITALITY	0	9,031	-	-	1,500	-	-	1,500	100.0%	-	-	
60055	AWARDS	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	1,436	-	-	500	-	-	500	100.0%	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	2,201	536	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	5,775	3,993	3,915	4,500	300	-	4,200	93.3%	300	100.0%	
60098	DUES & FEES	0	-	-	360	-	-	-	-	-	-	-	
	TOTAL EXPENSES	475	36,344	4,529	5,056	10,112	300	-	9,812	-	300	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 AUDIT COMMITTEE Program:8880
 Program Manager: Eric Skufca
 Program Description: Committee expenses for conference call meetings.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	22	23	11	-	100	-	-	100	100.0%	-	-	Virtual.
60042	LODGING	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	22	23	11	-	100	-	-	100	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

INVESTMENT COMMITTEE Program:8895

Program Manager: Eric Skufca

Program Description: Committee expenses for 4 quarterly conference calls and meeting at convention.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	135	95	83	104	100	-	-	100	100.0%	-	-	Virtual.
60065	EQUIPMENT/SPACE RENTAL	84	110	-	-	100	-	-	100	100.0%	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	35	-	-	-	-	-	-	-	
60098	DUES & FEES	0	75	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	219	280	83	139	200	-	-	200	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMINISTRATION & OPERATIONAL SUPPORT Program:8990
Program Manager: Tami Bock

Program Description: Administrative and overhead charges for Accounting & Purchasing

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	1,453	1,760	1,300	1,300	1,300	-	0.0%	-	0.0%	PCI Broadband-Quarterly Allocation
60002	LONG DISTANCE PHONE SERVICE	564	504	112	-	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	3,404	3,902	3,379	2,745	3,000	3,000	3,000	-	0.0%	-	0.0%	
60004	CONFERENCE CALLS	0	-	-	18	-	100	100	(100)	-	-	0.0%	
60005	INTERNET SERVICE	0	-	30	62	-	-	-	-	-	-	-	
60006	OTHER COMMUNICATIONS COST	310	324	177	171	300	250	250	50	16.7%	-	0.0%	
60010	POSTAGE	2,290	2,373	2,731	2,567	2,800	2,200	2,200	600	21.4%	-	0.0%	
60011	FREIGHT	475	752	1,235	790	1,300	200	200	1,100	84.6%	-	0.0%	
60012	UPS - STAFF EXPENSE	451	0	-	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	200	50	110	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	4,580	6,982	3,308	2,116	2,600	2,900	2,100	(300)	(11.5%)	800	27.6%	
60017	PERSONAL CAR MILEAGE	0	70	554	221	-	200	200	(200)	-	-	0.0%	
60019	FURNITURE & FIXTURES	2,572	1,694	77	-	100	-	-	100	100.0%	-	-	
60020	SUPPLIES	10,523	7,243	7,916	9,320	7,100	4,800	5,000	2,300	32.4%	(200)	(4.2%)	
60025	ADVERTISING	4,225	2,270	1,755	-	500	-	-	500	100.0%	-	-	
60030	SOFTWARE	5,004	5,944	11,934	14,471	15,000	-	-	15,000	100.0%	-	-	
60031	COMPUTER REPAIR/MAINTENANCE	1,705	1,789	1,972	3,382	3,400	2,300	2,300	1,100	32.4%	-	0.0%	
60033	MEALS & ENTERTAINMENT	422	232	549	993	1,000	350	350	650	65.0%	-	0.0%	
60034	CAR RENTAL	0	-	-	-	-	-	300	-	-	(300)	-	
60035	CAR RENTAL-GAS	41	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	301	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	244	-	-	-	-	5,000	-	-	(5,000)	-	
60040	AIRFARE	3,224	424	533	1,521	5,000	2,200	1,200	2,800	56.0%	1,000	45.5%	
60041	GROUND TRANSPORTATION	114	136	305	470	250	150	250	100	40.0%	(100)	(66.7%)	
60042	LODGING	6,736	-	305	3,109	5,020	550	1,110	4,470	89.0%	(560)	(101.8%)	
60043	PER DIEM	2,252	188	434	740	1,476	100	390	1,376	93.2%	(290)	(290.0%)	
60044	HOSPITALITY	107	154	21	-	-	-	-	-	-	-	-	
60046	LAUNDRY SERVICES	62	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	146	208	18	414	100	400	-	(300)	(300.0%)	400	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	148	485	13	-	-	250	250	(250)	-	-	0.0%	
60061	APPAREL	435	-	28	-	-	-	-	-	-	-	-	
60064	BUILDING RENT	35,286	39,264	23,362	24,127	34,800	25,000	25,100	9,800	28.2%	(100)	(0.4%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	561	569	577	3,065	3,100	3,000	3,000	100	3.2%	-	0.0%	
60066	REPAIR/MAINTENANCE	852	220	96	-	-	-	-	-	-	-	-	
60070	CAMERA, PHOTO, VIDEO	0	48	-	68	100	-	-	100	100.0%	-	-	
60075	AUTOMOBILE EXPENSE	42	39	19	20	100	100	100	-	0.0%	-	0.0%	
60080	SUBSCRIPTIONS	953	2,637	2,026	1,183	1,300	1,300	1,300	-	0.0%	-	0.0%	
60086	TRAVEL AGENCY FEES	0	-	20	197	200	200	200	-	0.0%	-	0.0%	
60087	CREDIT CARD FEES	0	-	-	-	-	-	-	-	-	-	-	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	53,122	47,000	26,620	32,073	31,600	37,800	37,800	(6,200)	(19.6%)	-	0.0%	
60092	BANK FEES	24,063	23,889	19,212	18,988	19,000	22,300	19,000	(3,300)	(17.4%)	3,300	14.8%	
60093	AUDIT/TAX FEES	29,675	33,500	17,800	19,125	56,000	47,000	36,000	9,000	16.1%	11,000	23.4%	Financial and 401k Plan audits, tax work.
60094	LEGAL FEES	0	-	1,056	-	-	-	-	-	-	-	-	
60095	STATE REGISTRATION FEES	0	864	-	-	-	-	-	-	-	-	-	
60096	INSURANCE	0	-	-	10	-	50	-	(50)	-	50	100.0%	
													Investment fees, Nexus Tek, Concur-Business Unit Allocated.
60097	OTHER PROFESSIONAL SERVICES	20,870	16,821	11,632	35,136	13,900	32,000	25,000	(18,100)	(130.2%)	7,000	21.9%	
60098	DUES & FEES	1,698	3,879	1,981	2,736	3,100	2,700	2,800	400	12.9%	(100)	(3.7%)	
61006	VISION PREMIUMS	0	-	-	5	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	8	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	35	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	595	2,500	-	-	2,500	100.0%	-	-	
62025	HQ - BUSINESS	0	-	-	-	-	-	-	-	-	-	-	
62030	HQ - CRIME	0	-	-	-	-	-	-	-	-	-	-	
62040	MEDIA ERRORS & OMISSIONS	0	-	-	-	-	-	-	-	-	-	-	
62041	MULTIMEDIA LIABILITY	0	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	217,112	204,697	143,348	182,541	215,946	192,700	175,800	23,246	-	16,900	8.8%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:8999
Program Manager: Tim Hinchey, CEO
Program Description: Salaries and benefits for division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60097	OTHER PROFESSIONAL SERVICES	(957)	(2,326)	-	-	-	-	-	-	-	-	-	-
60098	DUES & FEES	0	85	89	-	-	-	-	-	-	-	-	-
60101	FOUNDATION ALLOCATION	(52,915)	(95,064)	(107,250)	(107,552)	(73,000)	(107,500)	(107,500)	34,500	(47.3%)	-	0.0%	
61000	SALARIES	956,572	910,818	635,601	846,006	628,221	611,727	582,081	16,494	2.6%	29,646	4.8%	
61006	VISION PREMIUMS	2,172	2,085	1,067	1,191	-	886	774	(886)	-	112	12.6%	
61010	MOVING EXPENSES	0	-	-	5,332	-	-	-	-	-	-	-	-
61014	PAYROLL TAXES	58,108	53,624	38,741	51,396	41,518	41,814	38,094	(296)	(0.7%)	3,720	8.9%	
61015	PENSION CONTRIBUTION	83,448	87,358	61,936	58,180	39,016	39,089	55,234	(73)	(0.2%)	(16,145)	(41.3%)	
61017	HEALTH	134,420	141,995	81,928	103,195	84,403	84,264	76,028	139	0.2%	8,236	9.8%	
61018	DISABILITY INSURANCE	4,773	7,356	3,194	3,252	-	3,242	2,894	(3,242)	-	348	10.7%	
61019	DENTAL INSURANCE	9,461	9,233	5,011	6,572	-	5,217	4,791	(5,217)	-	426	8.2%	
61020	WORKERS COMPENSATION INSURAN	2,227	1,815	1,166	1,188	-	1,480	1,480	(1,480)	-	-	0.0%	
61022	EYE CARE REIMBURSEMENTS	1,726	879	800	700	-	1,000	1,000	(1,000)	-	-	0.0%	
61024	STAFF DEVELOPMENT	2,070	3,669	638	-	-	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	1,364	1,292	639	609	-	637	531	(637)	-	106	16.6%	
	TOTAL EXPENSES	1,202,469	1,122,819	723,561	970,068	720,157	681,856	655,407	38,301	-	26,449	3.9%	

BUSINESS AFFAIRS								(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		
Line #		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	\$	%	\$	%
	Legal and NBR											
247	9692 National Board of Review	234,818	131,617	34,152	24	20,000	270,000	0	(250,000)	(1250.0%)	270,000	100.0%
248	9695 Legal	256,357	184,469	116,306	435,168	200,000	270,000	200,000	(70,000)	(35.0%)	70,000	25.9%
249	9690 Legal-Admin and Oper Support	11,874	13,829	19,011	18,705	8,358	5,454	1,500	2,904	34.7%	3,954	72.5%
	<i>Program Group Total</i>	503,050	329,916	169,470	453,897	228,358	545,454	201,500	(317,096)	(138.9%)	343,954	63.1%
	Safe Sport											
250	9335 Safe Sport - Background Checks	76,059	54,612	31,962	34,500	1,200	600	600	600	50.0%	-	0.0%
251	9370 LSC Safe Sport Chairs Workshop	-	-	344	-	0	0	0	-		-	
252	9375 Safe Sport Online Education	-	-	7,796	60,000	72,700	72,700	72,700	-	0.0%	-	0.0%
253	9386 Safe Sport Athlete Fellowship	-	-	14,258	11,956	5,826	3,010	0	2,816	48.3%	3,010	100.0%
254	9385 Safe Sport Programs	243,326	228,824	207,567	210,202	309,396	238,300	84,000	71,096	23.0%	154,300	64.8%
255	9387 Safe Sport - US Center For Safe Sport	-	42,900	44,650	155,205	296,000	296,000	300,000	-	0.0%	(4,000)	(1.4%)
256	9388 Safe Sport - Leadership Conference	-	62,373	169	47,829	2,500	0	0	2,500	100.0%	-	
257	9389 Safe Sport - Swim Assist	26,086	23,047	27,722	132,782	100,000	100,000	100,000	-	0.0%	-	0.0%
258	9810 Safe Sport Committee	20,192	21,093	11,565	11,531	500	250	250	250	50.0%	-	0.0%
	<i>Program Group Total</i>	365,663	432,848	346,032	664,005	788,122	710,860	557,550	77,262	9.8%	153,310	21.6%
	Other											
259	9280 Human Resources	43,747	42,626	96,954	113,439	122,147	84,252	80,000	37,895	31.0%	4,252	5.0%
260	9290 Government Affairs	-	-	-	8,640	58,916	24,956	0	33,960	57.6%	24,956	100.0%
261	9295 Information Technology Support	329,216	435,438	490,942	541,142	564,310	560,423	679,148	3,887	0.7%	(118,725)	(21.2%)
	<i>Program Group Total</i>	372,963	478,064	587,896	663,221	745,373	669,631	759,148	75,742	10.2%	(89,517)	(13.4%)
	Administration & Operational Support											
262	9990 Admin and Oper Support	-	-	180,683	236,422	280,530	262,380	253,150	18,150	6.5%	9,230	3.5%
263	9999 Salary and Benefits	-	-	2,164,689	2,388,995	2,547,279	2,499,213	1,800,512	48,066	1.9%	698,701	28.0%
	<i>Program Group Total</i>	-	-	2,345,372	2,625,417	2,827,809	2,761,593	2,053,662	66,216	2.3%	707,931	25.6%
	TOTAL BUSINESS AFFAIRS	1,241,675	1,240,827	3,448,770	4,406,539	4,589,662	4,687,538	3,571,860	(97,876)	(2.1%)	1,115,678	23.8%

SECTION 1:

USA Swimming 2020 Program Budget Proposal

NATIONAL BOARD OF REVIEW Program:9692

Program Manager: Lucinda McRoberts

Program Description: Administration of USA Swimming's internal grievance procedures

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	390	256	57	-	1,000	-	-	1,000	100.0%	-	-	
60010	POSTAGE	23	-	-	-	250	-	-	250	100.0%	-	-	
60011	FREIGHT	627	678	36	24	2,000	-	-	2,000	100.0%	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	250	-	-	250	100.0%	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	226	-	-	-	500	-	-	500	100.0%	-	-	
60020	SUPPLIES	0	-	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	187	-	-	-	-	-	-	-	-	-	-	
60034	CAR RENTAL	113	-	-	-	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	4	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	2,016	3,159	-	-	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	179	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	2,372	1,598	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	99	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	7,500	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	302	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	895	452	268	-	-	-	-	-	-	-	-	
60094	LEGAL FEES	193,297	104,752	33,716	-	10,000	270,000	-	(260,000)	(2600.0%)	270,000	100.0%	
60097	OTHER PROFESSIONAL SERVICES	26,640	20,420	75	-	6,000	-	-	6,000	100.0%	-	-	
60098	DUES & FEES	250	-	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	234,818	131,617	34,152	24	20,000	270,000	-	(250,000)	-	270,000	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 LEGAL Program:9695
 Program Manager: Lucinda McRoberts
 Program Description: Operational legal fees

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	-	-	91	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	8	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	767	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	-	-	100	-	-	-	-	-	-	-	
60094	LEGAL FEES	256,357	184,469	115,237	431,714	170,000	240,000	170,000	(70,000)	(41.2%)	70,000	29.2%	Operating outside legal counsel.
60097	OTHER PROFESSIONAL SERVICES	0	-	1,061	1,160	30,000	30,000	30,000	-	0.0%	-	0.0%	
60098	DUES & FEES	0	-	-	625	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	712	-	-	-	-	-	-	-	
	TOTAL EXPENSES	256,357	184,469	116,306	435,168	200,000	270,000	200,000	(70,000)	-	70,000	25.9%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 LEGAL-ADMIN AND OPER SUPPORT Program:9690

Program Manager: Lucinda McRoberts

Program Description: Administrative and operational support for legal and dispute resolution

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	83	3	-	20	100	100	-	-	0.0%	100	100.0%	
60005	INTERNET SERVICE	0	49	297	106	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	104	45	-	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	-	-	150	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	23	35	33	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	374	298	77	61	-	-	-	-	-	-	-	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	229	29	-	-	54	54	-	-	0.0%	54	100.0%	
60033	MEALS & ENTERTAINMENT	368	880	3,139	272	500	-	-	500	100.0%	-	-	
60034	CAR RENTAL	418	288	191	1,321	300	300	-	-	0.0%	300	100.0%	
60035	CAR RENTAL-GAS	5	10	-	48	-	-	-	-	-	-	-	
60040	AIRFARE	4,052	3,658	1,065	4,070	3,000	2,000	-	1,000	33.3%	2,000	100.0%	
60041	GROUND TRANSPORTATION	394	1,093	2,439	1,521	-	-	-	-	-	-	-	
60042	LODGING	3,564	4,785	7,695	7,952	2,220	1,000	-	1,220	55.0%	1,000	100.0%	
60043	PER DIEM	1,673	1,988	1,765	1,980	684	500	-	184	26.9%	500	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60061	APPAREL	311	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	283	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	192	-	-	-	-	-	-	-	-	
60098	DUES & FEES	381	609	1,788	1,203	1,500	1,500	1,500	-	0.0%	-	0.0%	
	TOTAL EXPENSES	11,874	13,829	19,011	18,705	8,358	5,454	1,500	2,904	-	3,954	72.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SAFE SPORT - BACKGROUND CHECKS Program:9335
 Program Manager: Abigail Howard
 Program Description: Administration of criminal background check program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	315	516	434	1,390	600	-	-	600	100.0%	-	-	
60010	POSTAGE	2	0	-	-	100	100	100	-	0.0%	-	0.0%	
60011	FREIGHT	38	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	67	-	-	-	500	500	500	-	0.0%	-	0.0%	
60033	MEALS & ENTERTAINMENT	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	610	-	-	-	-	-	-	-	-	-	-	
60042	LODGING	538	-	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	2,500	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	75	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	(2,117)	-	-	-	-	-	-	-	-	-	-	
60094	LEGAL FEES	0	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	74,089	53,983	31,528	33,110	-	-	-	-	-	-	-	
60098	DUES & FEES	18	38	-	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	76,059	54,612	31,962	34,500	1,200	600	600	600	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
LSC SAFE SPORT CHAIRS WORKSHOP Program:9370
Program Manager: Abigail Howard/Liz Hahn
Program Description: LSC Safe Sport Chairs Workshop expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
60040	EXPENSES:												
	AIRFARE	0	-	344	-	-	-	-	-	-	-	-	
	TOTAL EXPENSES	0	-	344	-	-	-	-	-	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT ONLINE EDUCATION Program:9375
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport allocation of shared learning management system

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	1,743	-	-	-	-	-	-	-	-	
60007	IT INTERNET	0	-	564	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	11	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	53	-	-	-	-	-	-	-	-	
60027	IT PROFESSIONAL SERVICES	0	-	-	-	7,000	7,000	7,000	-	0.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	500	500	500	-	0.0%	-	0.0%	
60070	CAMERA, PHOTO, VIDEO	0	-	-	-	4,500	4,500	4,500	-	0.0%	-	0.0%	
60085	GRAPHICS/ART WORK	0	-	425	-	700	700	700	-	0.0%	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	0	-	5,000	60,000	60,000	60,000	60,000	-	0.0%	-	0.0%	Online education system
	TOTAL EXPENSES	0	-	7,796	60,000	72,700	72,700	72,700	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 SAFE SPORT ATHLETE FELLOWSHIP Program:9386
 Program Manager: Abigail Howard/Liz Hahn
 Program Description: Safe Sport athlete fellowship program operational expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60011	FREIGHT	0	-	93	74	-	-	-	-	-	-	-	-
60017	PERSONAL CAR MILEAGE	0	-	-	171	-	-	-	-	-	-	-	-
60020	SUPPLIES	0	-	11	7	-	-	-	-	-	-	-	-
60033	MEALS & ENTERTAINMENT	0	-	655	342	-	80	-	(80)	-	80	100.0%	-
60034	CAR RENTAL	0	-	58	-	600	-	-	600	100.0%	-	-	-
60035	CAR RENTAL-GAS	0	-	11	-	-	-	-	-	-	-	-	-
60036	OTHER LODGING	0	-	2,700	2,891	-	1,000	-	(1,000)	-	1,000	100.0%	-
60040	AIRFARE	0	-	7,730	7,821	2,000	1,930	-	70	3.5%	1,930	100.0%	-
60041	GROUND TRANSPORTATION	0	-	34	100	150	-	-	150	100.0%	-	-	-
60042	LODGING	0	-	455	352	1,480	-	-	1,480	100.0%	-	-	-
60043	PER DIEM	0	-	251	-	1,596	-	-	1,596	100.0%	-	-	-
60045	TICKETS	0	-	-	200	-	-	-	-	-	-	-	-
60056	PROTOCOL/GIFTS	0	-	260	-	-	-	-	-	-	-	-	-
60071	TELEVISION/VIDEO PRODUCTION	0	-	2,000	-	-	-	-	-	-	-	-	-
	TOTAL EXPENSES	0	-	14,258	11,956	5,826	3,010	-	2,816	-	3,010	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT PROGRAMS Program:9385
 Program Manager: Abigail Howard/Liz Hahn
 Program Description: General operating expenses of Safe Sport program

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60003	CELLULAR PHONE CHARGES	0	-	-	-	-	-	-	-	-	-	-	
60004	CONFERENCE CALLS	197	189	579	368	500	500	-	-	0.0%	500	100.0%	
60005	INTERNET SERVICE	0	1,666	96	2,857	500	500	-	-	0.0%	500	100.0%	
60006	OTHER COMMUNICATIONS COST	0	-	-	917	-	-	-	-	-	-	-	
60010	POSTAGE	30	10	10,946	22	500	250	-	250	50.0%	250	100.0%	
60011	FREIGHT	922	2,020	1,364	852	2,000	-	-	2,000	100.0%	-	-	
60013	EXCESS BAGGAGE & TIPS	365	450	-	240	100	100	-	-	0.0%	100	100.0%	
60015	PRINTING AND DUPLICATION	3,750	3,874	9,968	719	4,000	2,000	-	2,000	50.0%	2,000	100.0%	
60016	CAR RENTAL/GAS	0	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	130	447	670	605	500	200	-	300	60.0%	200	100.0%	
60019	FURNITURE & FIXTURES	0	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	2,707	894	2,942	15	2,000	200	-	1,800	90.0%	200	100.0%	
60030	SOFTWARE	2,995	4,855	1,140	150	-	-	-	-	-	-	-	
60031	COMPUTER REPAIR/MAINTENANCE	0	60,000	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	922	739	39	69	500	100	-	400	80.0%	100	100.0%	
60034	CAR RENTAL	2,103	956	425	1,039	750	300	-	450	60.0%	300	100.0%	
60035	CAR RENTAL-GAS	148	69	26	53	100	100	-	-	0.0%	100	100.0%	
60036	OTHER LODGING	0	-	932	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	12,163	8,782	6,886	8,842	6,000	2,000	-	4,000	66.7%	2,000	100.0%	
60041	GROUND TRANSPORTATION	1,413	700	1,027	494	500	200	-	300	60.0%	200	100.0%	
60042	LODGING	13,239	5,187	5,368	4,055	7,030	3,000	-	4,030	57.3%	3,000	100.0%	
60043	PER DIEM	4,506	1,847	2,685	1,550	5,130	2,000	-	3,130	61.0%	2,000	100.0%	
60044	HOSPITALITY	139	2,073	1,989	-	-	-	-	-	-	-	-	
60045	TICKETS	0	217	-	-	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	-	
60050	HONORARIA	0	250	-	-	500	500	-	-	0.0%	500	100.0%	
60055	AWARDS	315	-	224	-	350	350	-	-	0.0%	350	100.0%	
60056	PROTOCOL/GIFTS	6,086	9,097	15,983	4,895	4,000	500	-	3,500	87.5%	500	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	2,209	855	4,035	714	3,000	500	-	2,500	83.3%	500	100.0%	
60061	APPAREL	2,141	3,501	1,515	17	2,000	2,000	-	-	0.0%	2,000	100.0%	
60062	APPAREL - VIK	0	-	283	100	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	5,945	2,018	1,005	-	3,000	500	-	2,500	83.3%	500	100.0%	
60085	GRAPHICS/ART WORK	0	350	3,040	3,840	5,000	5,000	-	-	0.0%	5,000	100.0%	
60087	CREDIT CARD FEES	0	979	478	373	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	34,722	89,896	155,283	200,000	200,000	84,000	-	0.0%	116,000	58.0%	
60094	LEGAL FEES	0	-	-	1,500	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	175,660	77,610	40,440	16,800	55,436	15,000	-	40,436	72.9%	15,000	100.0%	
60098	DUES & FEES	5,241	4,466	3,585	3,835	4,000	1,500	-	2,500	62.5%	1,500	100.0%	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	500	500	-	-	0.0%	500	100.0%	
61024	STAFF DEVELOPMENT	0	-	-	-	1,500	500	-	1,000	66.7%	500	100.0%	
TOTAL EXPENSES		243,326	228,824	207,567	210,202	309,396	238,300	84,000	71,096	-	154,300	64.8%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - US CENTER FOR SAFE SPORT Program:9387
Program Manager: Abigail Howard/Liz Hahn
Program Description: U.S. Center for Safe Sport annual dues and fees.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60097	OTHER PROFESSIONAL SERVICES	0	-	1,750	-	3,000	3,000	-	-	0.0%	3,000	100.0%	
60098	DUES & FEES	0	42,900	42,900	155,205	293,000	293,000	300,000	-	0.0%	(7,000)	(2.4%)	
	TOTAL EXPENSES	0	42,900	44,650	155,205	296,000	296,000	300,000	-	-	(4,000)	(1.4%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - LEADERSHIP CONFERENCE Program:9388
Program Manager: Abigail Howard/Liz Hahn
Program Description: Safe Sport Leadership Conference operational expenses. Occurs every other year.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
	EXPENSES:												
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	-	9	57	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	65	-	121	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	144	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	-	-	69	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	138	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	1,840	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	-	3,552	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	245	-	458	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	635	-	-	-	-	-	-	-	
60042	LODGING	0	16,472	-	-	-	-	-	-	-	-	-	
60043	PER DIEM	0	39	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	0	28,231	-	24,090	-	-	-	-	-	-	-	
60050	HONORARIA	0	11,700	-	10,300	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	0	1,950	-	1,876	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	818	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	0	2,260	-	3,164	-	-	-	-	-	-	-	
60085	GRAPHICS/ART WORK	0	-	160	-	-	-	-	-	-	-	-	
60087	CREDIT CARD FEES	0	12	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	1,170	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	84	-	712	-	-	-	-	-	-	-	
60666	MISCELLANEOUS EXPENSES	0	-	-	-	2,500	-	-	2,500	100.0%	-	-	
	TOTAL EXPENSES	0	62,373	169	47,829	2,500	-	-	2,500	-	-	-	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SAFE SPORT - SWIM ASSIST Program:9389
Program Manager: Liz Hahn / Steve Levine
Program Description: Survivors' assistance fund

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	4	-	-	-	-	-	-	-	-	-	
60011	FREIGHT	0	16	66	106	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	11	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	122	-	-	-	-	-	-	-	
60035	CAR RENTAL-GAS	0	-	-	15	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	-	105	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	588	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	-	-	63	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	26,086	23,027	27,333	131,772	100,000	100,000	100,000	-	0.0%	-	0.0%	
60098	DUES & FEES	0	-	323	-	-	-	-	-	-	-	-	
TOTAL EXPENSES		26,086	23,047	27,722	132,782	100,000	100,000	100,000	-	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

SAFE SPORT COMMITTEE Program:9810

Program Manager: Abigail Howard/Liz Hahn

Program Description: Safe Sport Committee operational expenses. Budgeting "virtual" meeting(s).

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	90	257	83	-	250	-	-	250	100.0%	-	-	
60005	INTERNET SERVICE	0	-	-	-	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	3	-	-	-	-	-	-	-	-	
60011	FREIGHT	88	41	36	64	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	0	150	-	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	9	3	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	0	113	-	64	-	-	-	-	-	-	-	
60020	SUPPLIES	0	549	-	-	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	(250)	133	(211)	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60036	OTHER LODGING	0	-	2,363	2,777	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	312	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	-	-	-	-	-	
60040	AIRFARE	7,398	5,769	5,660	5,325	-	-	-	-	-	-	-	
60041	GROUND TRANSPORTATION	0	109	87	117	-	-	-	-	-	-	-	
60042	LODGING	2,200	3,004	257	-	-	-	-	-	-	-	-	
60043	PER DIEM	940	1,002	-	-	-	-	-	-	-	-	-	
60044	HOSPITALITY	4,859	5,335	1,390	2,434	-	-	-	-	-	-	-	
60047	GOLDEN GOGGLES	0	-	-	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	792	-	-	-	250	250	-	-	0.0%	250	100.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	-	-	-	-	-	-	-	
60065	EQUIPMENT/SPACE RENTAL	3,480	1,411	742	681	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	334	3,385	-	-	-	-	-	-	-	-	-	
60098	DUES & FEES	0	215	500	280	-	-	250	-	-	(250)	-	
	TOTAL EXPENSES	20,192	21,093	11,565	11,531	500	250	250	250	-	-	0.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

HUMAN RESOURCES Program:9280

Program Manager: Sara Atkins

Program Description: Human Resources and Employee Engagement operating expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60004	CONFERENCE CALLS	0	11	-	64	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	0	-	-	28	-	-	-	-	-	-	-	
60010	POSTAGE	7	-	-	19	-	-	200	-	-	(200)	-	
60011	FREIGHT	64	72	29	308	50	50	50	-	0.0%	-	0.0%	
60015	PRINTING AND DUPLICATION	934	999	-	189	960	960	860	-	0.0%	100	10.4%	
60017	PERSONAL CAR MILEAGE	0	-	-	153	-	-	-	-	-	-	-	
60019	FURNITURE & FIXTURES	85	-	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	0	70	278	163	300	300	300	-	0.0%	-	0.0%	
60030	SOFTWARE	0	-	-	895	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	21	-	3,241	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	75	977	600	-	-	600	100.0%	-	-	
60036	OTHER LODGING	0	-	535	2,591	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	1,158	3,699	1,000	-	-	1,000	100.0%	-	-	
60041	GROUND TRANSPORTATION	0	-	113	387	500	500	400	-	0.0%	100	20.0%	
60042	LODGING	0	-	393	1,080	1,295	-	-	1,295	100.0%	-	-	
60043	PER DIEM	0	-	-	91	342	342	-	-	0.0%	342	100.0%	
60044	HOSPITALITY	0	-	3,275	1,915	-	-	-	-	-	-	-	
60055	AWARDS	60	120	60	-	-	-	-	-	-	-	-	
60056	PROTOCOL/GIFTS	60	-	-	63	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	-	-	500	500	500	-	0.0%	-	0.0%	
60061	APPAREL	0	-	964	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	545	585	631	2,314	600	600	600	-	0.0%	-	0.0%	
60087	CREDIT CARD FEES	837	-	-	-	-	-	-	-	-	-	-	
60097	OTHER PROFESSIONAL SERVICES	0	-	12,250	10,265	61,000	61,000	56,000	-	0.0%	5,000	8.2%	HR software and services (ADP, RMR, Fidelity, ER Counsel, etc.)
60098	DUES & FEES	39,155	40,748	75,215	66,666	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	2,000	-	1,979	-	5,000	-	2,500	5,000	100.0%	(2,500)	-	
61030	EMPLOYEE ENGAGEMENT	0	-	-	18,332	50,000	20,000	18,590	30,000	60.0%	1,410	7.1%	Employee engagement.
	TOTAL EXPENSES	43,747	42,626	96,954	113,439	122,147	84,252	80,000	37,895	-	4,252	5.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal

GOVERNMENT AFFAIRS Program:9290

Program Manager: Lucinda McRoberts

Program Description: Coordination of legislative efforts at federal, state and local levels.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
EXPENSES:													
60004	CONFERENCE CALLS	0	-	-	-	44	44	-	-	0.0%	44	100.0%	
60005	INTERNET SERVICE	0	-	-	51	-	-	-	-	-	-	-	
60033	MEALS & ENTERTAINMENT	0	-	-	177	1,000	1,000	-	-	0.0%	1,000	100.0%	
60036	OTHER LODGING	0	-	-	2,205	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	-	3,187	4,000	2,000	-	2,000	50.0%	2,000	100.0%	
60041	GROUND TRANSPORTATION	0	-	-	778	-	-	-	-	-	-	-	
60042	LODGING	0	-	-	1,889	2,960	1,000	-	1,960	66.2%	1,000	100.0%	
60043	PER DIEM	0	-	-	353	912	912	-	-	0.0%	912	100.0%	
60097	OTHER PROFESSIONAL SERVICES	0	-	-	-	50,000	20,000	-	30,000	60.0%	20,000	100.0%	
TOTAL EXPENSES		0	-	-	8,640	58,916	24,956	-	33,960	-	24,956	100.0%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
 INFORMATION TECHNOLOGY SUPPORT Program:9295
 Program Manager: Chris Detert/Lucinda McRoberts
 Program Description: Information technology operations, services, and support expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget \$ %		(Increase)/Decrease 2021 Budget vs 2020 Forecast \$ %		Comments
SECTION 2:													
EXPENSES:													
60003	CELLULAR PHONE CHARGES	288	85	-	-	-	-	-	-	-	-	-	Comcast to HQ, Flexential colocations services, Akamai CDN and Image Manager, Managed SaaS SEIM, Signal Science WAF, new DNS hosting, new Cloud Services TFS, New Security Features Signal Sciences Rate Liimiting, etc.
60004	CONFERENCE CALLS	42	434	290	664	-	-	-	-	-	-	-	
60005	INTERNET SERVICE	86,369	(6,928)	-	17,315	236,000	251,555	229,900	(15,555)	(6.6%)	21,655	8.6%	
60007	IT INTERNET	0	120,257	93,534	136,174	-	-	-	-	-	-	-	
60010	POSTAGE	0	-	32	-	-	-	-	-	-	-	-	Includes (1) end-user license maintenance and upgrades (2) server license maintenance and upgrades (3) new end-user, server, and development licenses
60011	FREIGHT	366	75	436	261	-	-	-	-	-	-	-	
60013	EXCESS BAGGAGE & TIPS	75	-	25	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	-	-	-	-	-	-	-	-	-	
60016	CAR RENTAL/GAS	193	-	-	-	-	-	-	-	-	-	-	
60017	PERSONAL CAR MILEAGE	814	1,023	280	554	1,000	500	750	500	50.0%	(250)	(50.0%)	
60019	FURNITURE & FIXTURES	264	350	-	-	-	-	-	-	-	-	-	
60020	SUPPLIES	420	133	255	26	200	200	200	-	0.0%	-	0.0%	
60027	IT PROFESSIONAL SERVICES	0	30,559	-	-	-	-	-	-	-	-	-	
60030	SOFTWARE	87,379	96,918	146,983	160,230	182,200	180,422	239,828	1,778	1.0%	(59,406)	(32.9%)	
60031	COMPUTER REPAIR/MAINTENANCE	88,693	177,804	175,844	159,220	82,900	63,405	72,870	19,495	23.5%	(9,465)	(14.9%)	I showed 3000
60033	MEALS & ENTERTAINMENT	227	99	366	7	-	-	-	-	-	-	-	
60034	CAR RENTAL	0	-	225	-	750	-	-	750	100.0%	-	-	
60035	CAR RENTAL-GAS	110	-	-	-	-	-	500	-	-	(500)	-	
60036	OTHER LODGING	0	-	446	-	-	-	-	-	-	-	-	
60039	AIRFARE - VIK	0	-	-	-	-	-	1,250	-	-	(1,250)	-	
60040	AIRFARE	2,917	465	860	-	2,000	-	1,200	2,000	100.0%	(1,200)	-	
60041	GROUND TRANSPORTATION	529	169	279	-	-	-	150	-	-	(150)	-	
60042	LODGING	4,027	481	429	-	5,550	-	1,110	5,550	100.0%	(1,110)	-	
60043	PER DIEM	1,499	132	225	99	1,710	350	390	1,360	79.5%	(40)	(11.4%)	
60044	HOSPITALITY	0	-	-	-	-	-	-	-	-	-	-	Swims 3.0 Architecture Includes \$60K Azure
60056	PROTOCOL/GIFTS	5	-	-	-	-	-	-	-	-	-	-	
60060	GEAR/EQUIPMENT/SIGNAGE	10,464	5,873	14,662	30,060	2,000	312	1,000	1,688	84.4%	(688)	(220.5%)	
60065	EQUIPMENT/SPACE RENTAL	0	-	-	-	-	-	-	-	-	-	-	
60066	REPAIR/MAINTENANCE	0	-	-	-	-	-	-	-	-	-	-	
60080	SUBSCRIPTIONS	0	-	-	-	-	-	-	-	-	-	-	
60090	DEPRECIATION & AMORTIZATION	0	-	-	-	-	-	50,000	-	-	(50,000)	-	
60097	OTHER PROFESSIONAL SERVICES	44,368	7,330	40,607	36,490	50,000	63,679	65,000	(13,679)	(27.4%)	(1,321)	(2.1%)	
60098	DUES & FEES	168	180	15,165	43	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	-	-	-	-	-	-	-	-	
69998	PROJECTED VARIANCE	0	-	-	-	-	-	15,000	-	-	(15,000)	-	Technology Contingency
TOTAL EXPENSES		329,216	435,438	490,942	541,142	564,310	560,423	679,148	3,887	-	(118,725)	(21.2%)	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
ADMIN AND OPER SUPPORT Program:9990
Program Manager: Lucinda McRoberts
Program Description: Admin & Operational Expenses

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60001	PHONE SERVICE	0	-	3,113	4,526	3,600	3,600	3,600	-	0.0%	-	0.0%	
60002	LONG DISTANCE PHONE SERVICE	0	-	564	159	-	-	-	-	-	-	-	
60003	CELLULAR PHONE CHARGES	0	-	12,488	13,338	14,700	20,100	20,100	(5,400)	(36.7%)	-	0.0%	
60004	CONFERENCE CALLS	0	-	47	-	50	1,000	1,000	(950)	(1900.0%)	-	0.0%	
60005	INTERNET SERVICE	0	-	166	412	200	-	-	200	100.0%	-	-	
60006	OTHER COMMUNICATIONS COST	0	-	380	440	700	1,000	1,000	(300)	(42.9%)	-	0.0%	
60010	POSTAGE	0	-	137	210	300	200	200	100	33.3%	-	0.0%	
60011	FREIGHT	0	-	2,812	1,581	3,300	500	500	2,800	84.8%	-	0.0%	
60013	EXCESS BAGGAGE & TIPS	0	-	25	-	-	-	-	-	-	-	-	
60015	PRINTING AND DUPLICATION	0	-	5,339	5,448	6,300	4,500	4,500	1,800	28.6%	-	0.0%	
60017	PERSONAL CAR MILEAGE	0	-	-	102	-	150	150	(150)	-	-	0.0%	
60019	FURNITURE & FIXTURES	0	-	245	210	-	250	250	(250)	-	-	0.0%	
60020	SUPPLIES	0	-	5,262	6,481	7,400	6,800	6,800	600	8.1%	-	0.0%	
60033	MEALS & ENTERTAINMENT	0	-	3,559	2,578	2,000	2,000	2,000	-	0.0%	-	0.0%	
60034	CAR RENTAL	0	-	354	108	1,500	1,500	1,500	-	0.0%	-	0.0%	
60036	OTHER LODGING	0	-	476	-	-	-	-	-	-	-	-	
60038	OTHER AIRFARE	0	-	185	-	-	-	-	-	-	-	-	
60040	AIRFARE	0	-	14,347	13,456	10,000	10,000	9,000	-	0.0%	1,000	10.0%	
60041	GROUND TRANSPORTATION	0	-	1,179	2,840	-	-	-	-	-	-	-	
60042	LODGING	0	-	4,645	13,267	7,400	7,400	5,550	-	0.0%	1,850	25.0%	
60043	PER DIEM	0	-	592	2,011	2,280	2,280	1,950	-	0.0%	330	14.5%	
60056	PROTOCOL/GIFTS	0	-	89	100	100	100	100	-	0.0%	-	0.0%	
60060	GEAR/EQUIPMENT/SIGNAGE	0	-	331	-	-	-	-	-	-	-	-	
60061	APPAREL	0	-	10	-	-	-	-	-	-	-	-	
60064	BUILDING RENT	0	-	50,061	62,041	99,400	71,500	73,300	27,900	28.1%	(1,800)	(2.5%)	Charge Due to Headcount Allocation.
60065	EQUIPMENT/SPACE RENTAL	0	-	1,911	1,283	1,300	1,200	1,200	100	7.7%	-	0.0%	
60066	REPAIR/MAINTENANCE	0	-	206	-	-	-	-	-	-	-	-	
60075	AUTOMOBILE EXPENSE	0	-	40	51	100	200	200	(100)	(100.0%)	-	0.0%	
60080	SUBSCRIPTIONS	0	-	1,470	2,473	2,600	3,200	3,200	(600)	(23.1%)	-	0.0%	
60086	TRAVEL AGENCY FEES	0	-	2,737	4,524	3,800	4,000	4,000	(200)	(5.3%)	-	0.0%	
													Includes Organization-wide overhead and shared services. Allocated by headcount amongst divisions.
60090	DEPRECIATION & AMORTIZATION	0	-	57,299	75,317	90,200	101,250	93,600	(11,050)	(12.3%)	7,650	7.6%	
60096	INSURANCE	0	-	-	26	-	50	50	(50)	-	-	0.0%	
60097	OTHER PROFESSIONAL SERVICES	0	-	7,564	15,372	14,300	16,000	16,000	(1,700)	(11.9%)	-	0.0%	
60098	DUES & FEES	0	-	3,051	3,355	4,000	3,400	3,400	600	15.0%	-	0.0%	
61006	VISION PREMIUMS	0	-	-	13	-	-	-	-	-	-	-	
61013	TEMPORARY HELP	0	-	-	4,282	-	-	-	-	-	-	-	
61017	HEALTH	0	-	-	20	-	-	-	-	-	-	-	
61019	DENTAL INSURANCE	0	-	-	89	-	-	-	-	-	-	-	
61024	STAFF DEVELOPMENT	0	-	-	307	5,000	200	-	4,800	96.0%	200	100.0%	
	TOTAL EXPENSES	0	-	180,683	236,422	280,530	262,380	253,150	18,150	-	9,230	3.5%	

SECTION 1:

USA Swimming 2020 Program Budget Proposal
SALARY AND BENEFITS Program:9999
Program Manager: Tim Hinchey, CEO
Program Description: Salary & Benefits for the division.

Account Number	Account	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	(Increase)/Decrease 2020 Forecast vs 2020 Budget		(Increase)/Decrease 2021 Budget vs 2020 Forecast		Comments
									\$	%	\$	%	
SECTION 2:													
	EXPENSES:												
60040	AIRFARE	0	-	718	-	-	-	-	-	-	-	-	-
60101	FOUNDATION ALLOCATION	0	-	(27,297)	(19,393)	-	(19,400)	(19,400)	19,400	-	-	0.0%	
61000	SALARIES	0	-	1,717,845	1,849,355	2,001,431	1,926,066	1,404,581	75,365	3.8%	521,485	27.1%	
61006	VISION PREMIUMS	0	-	2,741	3,208	-	3,331	2,413	(3,331)	-	918	27.6%	
61010	MOVING EXPENSES	0	-	4,916	11,019	-	5,000	-	(5,000)	-	5,000	100.0%	
61014	PAYROLL TAXES	0	-	107,282	123,173	132,203	137,644	95,123	(5,441)	(4.1%)	42,521	30.9%	
61015	PENSION CONTRIBUTION	0	-	137,105	138,772	153,136	132,657	79,531	20,479	13.4%	53,126	40.0%	
61017	HEALTH	0	-	194,307	252,660	260,508	278,134	211,585	(17,626)	(6.8%)	66,549	23.9%	
61018	DISABILITY INSURANCE	0	-	7,019	8,618	-	9,714	6,095	(9,714)	-	3,619	37.3%	
61019	DENTAL INSURANCE	0	-	12,424	16,084	-	18,629	13,597	(18,629)	-	5,032	27.0%	
61020	WORKERS COMPENSATION INSURAN	0	-	2,498	3,055	-	4,300	4,300	(4,300)	-	-	0.0%	
61022	EYE CARE REIMBURSEMENTS	0	-	980	800	-	1,200	1,200	(1,200)	-	-	0.0%	
61024	STAFF DEVELOPMENT	0	-	2,803	-	-	-	-	-	-	-	-	
61026	LIFE INSURANCE-EMPLOYER	0	-	1,348	1,643	-	1,938	1,487	(1,938)	-	451	23.3%	
	TOTAL EXPENSES	0	-	2,164,689	2,388,995	2,547,279	2,499,213	1,800,512	48,066	-	698,701	28.0%	

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 11, 2020

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 October 31, 2020.

Signed , 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:

There has been considerable change in USA Swimming personnel over the past twelve months, due in large part to the COVID-19 pandemic. In June, USA Swimming offered a Voluntary Separation program, whereby all staff members were offered a set severance package in exchange for their voluntary resignation. Consistent with the above, USA Swimming’s severance package was similar to (and slightly more generous than) what was offered by similar organizations, including the USOPC.

The Voluntary Separation package was utilized by several long-tenured employees, which helped address necessary salary adjustments for those positions. (Although they have not yet been filled, if/when we are able to do so, it will be consistent with the median industry standard for positions.)

More recently, USA Swimming eliminated one and furloughed four positions, as it continues to account for and adjust to a decrease in revenues primarily attributable to a reduced number of member renewals and corporate sponsorships.

Despite the general trend towards a smaller staff, there have been certain critical vacancies filled, including Sara Atkins as Director, Human Resources & Employee Engagement and Ashley Anderton, as Coordinator, Payroll & Benefits. Both play a critical role in ensuring that our human resources and benefits are managed appropriately.

Finally, in 2020, USA Swimming will be foregoing annual bonuses and raises due to its financial conservatism.

Despite considerable headwinds, USA Swimming has prudently managed its human resources over the past twelve months and through an unprecedented global pandemic.

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:

As previously reported, Mike Unger is the only other USA Swimming staff member that has an employment contract, which runs through December 31, 2020.

All new hires are provided with an offer letter containing explicit language regarding their “at-will” status, with language including: “The information in this letter is not intended to constitute a contract of employment, either express or implied. Your employment with USA Swimming is at-will and either you or the company may terminate the relationship at any time.”

Additionally, all employees are provided with a copy of our Employee Handbook that contains explicit affirmation of employees working solely “at-will,” with language including: “At USA Swimming, neither the employee nor the company is committed to an employment relationship for a fixed period of time. Either the employee or management has the right to terminate the employment relationship at any time, for any reason.”

All employees sign a document acknowledging receipt of this handbook. The acknowledgement form also states explicitly that we are an at-will employer. All employees with hiring authority have been explicitly trained in the importance of adhering to this policy.

I therefore report **COMPLIANCE**.

POLICY PROVISION 5: “The CEO will not create obligations to consultants or contract vendors that are not consistent with annual/quadrennial budget plans.”

CEO’S INTERPRETATION: (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:

Our current 401(k) program benefits, in place since January 1, 2002, are as follows:

- All full-time employees receive an employer contribution of 3% of base salary after one year of employment (effective January 1 or July 1 of each year, depending on start date).
- After two years, USA Swimming makes an additional 7% contribution (10% total), up to a maximum of \$27,500.

These benefits are offered equally to all full-time employees.

I therefore report **COMPLIANCE**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.11: USA Swimming Foundation Management**
DA: November 11, 2020

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 October 31, 2020.

Signed , 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 last November 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, converting the Foundation Board from its previous governance focus to a defined role as a fundraising board.

Despite numerous setbacks in the Foundation's planning work caused by the COVID-19 pandemic, most notably the cancellation of the Planning Retreat at which the newly expanded Board was to convene and meet in-person for the first time, we have made substantial progress in building a stronger and active Board and Board/staff partnership. Highlights include:

- As required by the MOU, the Foundation Board has established governing policies addressing its responsibilities, and Foundation Board Chair Cecil Gordon and USA-S Board Chair Bob Vincent have conferred regularly to foster a productive working relationship.
- Active participation of our 12-member Foundation Board. Due to the pandemic, we agreed to "relax" the "give/get" minimum of \$25,000 per Board member in 2020. Nonetheless, as of October 31st the Board had been responsible for producing approximately \$132,671 which significantly exceeds the \$50-70k average cumulative range in recent years.
- The Foundation Board adopted a broadest Ends statement: *USA Swimming Foundation exists for: Growth in Philanthropic Support for USA Swimming's "Saving Lies" and "Building Champions" Initiatives* and is slated to adopt more specific Ends at its November meeting. We have also established four "pillars" working groups that will support the achievement of the Ends, topically addressing: 1) Raise Money, 2) Make a Difference in Communities, 3) Engage Alumni, and 4) Support Facilities and Pools.
- Development of a partnership with U.S. Masters Swimming (USMS), as described in correspondence that accompanied the draft Memorandum of Understanding between the Foundation and USMS (pending approval by the respective boards in late November).

Eric Skufca has, in his dual role as CFO of both USA-S 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.

The MOU requires the Foundation Board and CEO to commit to minimum funding levels that USAS will incorporate into its budget planning. Currently prepared budgets for 2021 are conservative, as the business interruptions from COVID-19 precluded the level of planning and speed of anticipated growth that we had anticipated. Given the everchanging financial landscape as a result of COVID-19 and wanting to be conservative during this time, USA-S has only budgeted funds from the Foundation that are certain as part of existing and or contracted donor relationships. Additionally, budgeted distributions to USA-S (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 have the ability to adjust mid-year if as needed.

The Foundation's results from FY 2020 will be presented to the USA-S Board at its Spring 2021 meeting.

I therefore report **COMPLIANCE**.

POLICY CONSIDERATION: Suggest moving this Monitoring Report to the Spring Board meeting, so that year-end financial results from the Foundation, including a summary of its revenues from all sources and its distributions to USA Swimming, can be incorporated into this Report.



TO: Board of Directors
FROM: Tim Hinchey III
COPY: Staff & Selected Others
DATE: November 13, 2020
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,

A handwritten signature in black ink, appearing to read "Tim Hinchey III".

Tim Hinchey III
USA Swimming President & CEO

TECHNICAL/SPORT

Toyota U.S. Open

We continue to attempt to find ways to hold our events, and just concluded the Toyota U.S. Open, which was held from Nov. 12-14 at nine sites across the country – Richmond, Greensboro, Sarasota, Huntsville, San Antonio, Indianapolis, Des Moines, Irvine and Beaverton. There were over 1,200 swimmers at these meets, including some 30 Olympians. The meet was divided among the sites in order to maximize the number of athletes that could take part (each site had capacity levels), along with splitting the women's and men's sessions of the meet. The meet was broadcast on NBC, NBCSN and the Olympic Channel.

2020 Olympic Trials (June 13-20, 2021)

Work continues for the 2020 Olympic Trials in Omaha. The organizing committee had a call with the CHI Health Center (formerly CenturyLink Center Omaha) two weeks ago, and the venue is planning for Creighton University basketball later this fall, so we will get a good read on how they are handling events in the arena. Ticket sales for the Trials, which went through a six-month period allowing for refunds, are still in the 88% of capacity range even after the refund period.

International Relations

We received word late last week that FINA has chosen to extend the term of its current committees and panels to May 2022. This means that new committees and panels will not be named until May 2022 (for the term May 2022 – July 2025). United States Aquatic Sports has informed us that nominations will now be considered in September 2021. Therefore, the nominations that the International Relations Committee and the Board approved in September will now be submitted to USAS in July/August of next year. We will communicate with all of the nominees in the spring of 2021 to confirm that they are still interested and able to serve in the role(s).

Golden Goggles

The Golden Goggle Awards and silent auction will be held Thursday, Nov. 19, the night before the Board of Directors' meeting. The host site will be the new U.S. Olympic & Paralympic Museum in Colorado Springs, with Elizabeth Beisel, Cullen Jones and Summer Sanders as emcees. The event will be done virtually, with the live stream airing on the USA Swimming website on the 19th (8 p.m. ET), and then a re-air on the Olympic Channel and Peacock (NBC's streaming channel) on Nov. 24. The honorees for the show will be the 1980 Olympic Team, frontline workers within the sport and Jon Urbanchek, who is retiring after more than 60 years as a coach.

COMMERCIAL

Digital Platforms

CRM (Customer Relationship Management) System

The CRM team continues to work on expanding the data sets in Salesforce. Recent efforts have focused on adding "Tags" for database contacts such as "National Team Alumni", "Olympian", "Masters Athlete", and "Official". The tags are not only useful for individual solicitations/conversations but will also allow us to target these groups with outgoing communications. With most of the tag setup in Salesforce complete, we are turning our attention to building a direct connection between Salesforce and Marketo, our marketing automation system. That direct feed will allow us to target outbound communications based on any field in Salesforce, including the custom-built fields we have established – like the aforementioned tags. This direct connection is a new addition to our architecture and will allow us to eliminate the need to build those fields individually into our data warehouse, saving the team immense amounts of time as we continue to scale our communications to Salesforce contacts. Working in parallel to the Salesforce efforts, road mapping continues for how our data architecture can continue to enhance new revenue opportunities for the organization.

Website

As we await further analytics from the return of in-person events, the team has been heads-down while adding new dynamic content to the website. Most recently, we have added a new interactive version of the Athlete Development Model (ADM) to the Coaches & Team Leaders section of the site. What used to be just an article is now a dynamic interface allowing you to click-to-filter between five values, each with six levels. The new ADM section of the site seamlessly combines 25 individual pages into a single "experience" and will be a focal point for the Sport Development team and their efforts to standardize

coach education. With the return live events at the US Open sites, we are looking forward to the debut of our new live streaming experience and Video-On-Demand (VOD) catalogue.

Partnerships

In the weeks to come, we will announce Hyperice as the official supplier of performance and recovery technology. Hyperice and Normatec recovery products have been long used by our athletes, and this partnership provides budget-relieving product to our National Team and Junior National Team athletes. The agreement with Hyperice also includes a membership discount program and a 20% revenue share on product purchases. Additionally, we have signed a multi-year renewal with Toyota. The new deal has a good asset/valuation ratio. Toyota's premium assets include entitlement of the U.S. Open, entitlement of the Aqua Zone, and a robust digital package. For the upcoming Toyota U.S. Open in Irvine, Toyota will be showcasing the all-new Mirai, a hydrogen emission vehicle that will be on deck and integrated into the broadcast.

As stated in the last report, we are actively looking at unique solutions to save and build upon our corporate partner relationships. One example of our creative solutions was to find an alternative to table sales for our partners that have contractual Golden Goggles assets. These unique solutions include in-broadcast elements, traditional TV spots, digital viewer's guide integration and Zoom videos with National Team athletes, among others.

We are also evaluating the future of our eCommerce platform. Our plan is to maximize the licensing potential of the USA Swimming shield on merchandise in an Olympic year. We will have a new eCommerce provider in place by end of Q1 2021.

Communications

In October, USA Swimming and Phillips 66 launched a co-branded Learn to Swim integrated media campaign. The goal of the campaign was to create general public awareness of the critical need for learn to swim programs year-round and strategically overlay USA Swimming's public policy efforts to reopen pools that are still closed in certain regions of the country.

The campaign, which ran October 14-28, executed a cornerstone webinar, print ads, digital and social media ads, an audio news release, and earned media in key states and markets across the country including: Houston, Texas; Portland, Ore.; Seattle, Wash.; Northern California; Denver, Colo.; and Chicago & Champaign-Springfield, Ill.

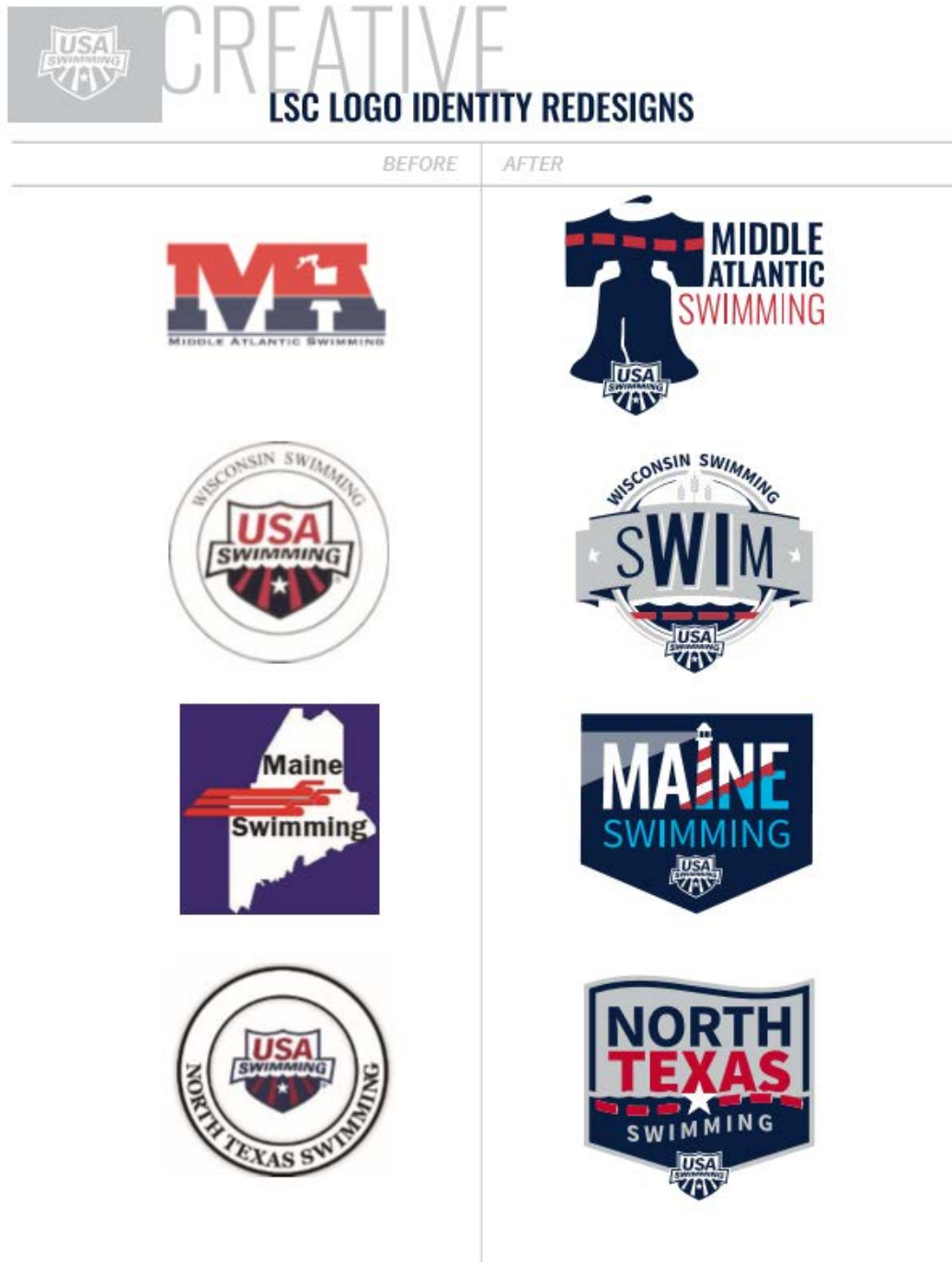
Athlete Marketing

The fall 2020 APA season kicked off in September 2020. This season we have 62 athletes committed to the program with 124 appearances to fulfill. Of the 124 appearances, 25 appearances have been completed, 15 appearances have been scheduled and planning is currently underway with another 25 appearances.

The 2021 APA season is slated to begin in January 2021. The athletes will be receiving their contracts in the upcoming weeks.

Creative Services

Early in the pandemic, our Creative team offered logo redesigns to all LSCs, at no cost. To date, 16 LSCs have taken us up on this offer, and four have completed the design process. The goal is to honor each region's unique personality while also tying the USA Swimming shield and common colors through each. See below for before and after logos for Mid Atlantic, Wisconsin, Maine, and North Texas.



USA SWIMMING FOUNDATION DEVELOPMENT

From January 1 to October 31, 2020, the Foundation awarded \$3,863,654 in funding to swim lesson providers, USA Swimming member clubs and the National Team.

- Swim lesson providers were awarded \$411,000.
- USA Swimming member clubs received \$3,000,005.
- National Team has received \$452,649.

As of October 31, 2020, the Foundation has raised \$886,363 (versus \$2,457,203 YTD in 2019)

- Major Gifts & Grants total \$657,978 (versus \$1,849,118 YTD in 2019)
 - New P66 contract signed in 2019 included a \$1,000,000 charitable piece that was recorded as restricted revenue in 2019 per accounting standards and will be satisfied ratably over the life of the contract (\$200K/year for 5 years)
- Annual Fund total \$176,715 (versus \$359,093 YTD in 2019)
 - 2019 numbers included convention luncheon and performance camps, which will not take place in 2020
- Swim-a-Thon total \$51,670 (versus \$248,992 YTD in 2019)
 - For 2020 and 2021 the 5% fee has been waived

The Four Pillar groups led by Tim Hinchey, Joel Shinofield, Shana Ferguson and Mike Unger have made significant progress over the past two months with a couple highlights being:

- **Raise Money/Fundraise**
 - Development of a digital fundraising “brochure” using Digideck
 - Review and approval of the Annual Fund levels and benefits
 - Development of the Corporate Champions Club level at \$25,000+ with launch in 2021
 - Development of the Supporters Club level at \$50 with launch in 2021
- **Make a Difference in Communities**
 - Development of a grant program to support our Community Swim Teams that are:
 - Municipality-based teams
 - Private or non-profit partnerships
 - Historically Black Colleges & Universities (HBCU) Program
- **Engage Alumni**
 - Defining three tiers of alumni
 - Olympian
 - National Team
 - USA Swimming members
 - Analysis and collection of data within our alumni database
 - Engaging groups of alumni through zooms and webinars
- **Support Facilities and Pools**
 - Establishing baseline data of competitive swim facilities in the U.S.
 - Developing partnerships that grow the breadth of impact the foundation has on building, maintaining, and sustaining pools for long-term success of the sport

BUSINESS AFFAIRS

Human Resources

The Human Resources Division is fully staffed with the hiring of Ashley Anderton as the Payroll & Benefits Coordinator starting on October 19. USA Swimming has completed a successful benefits review, maintaining competitiveness in benefits along with selecting a medical plan that resulted in savings for both the organization and the staff. As a result, we had a successful open enrollment period with a smooth transition from one plan to another.

USA Swimming has worked to maintain COVID-19 safety guidelines within the office, with staff working diligently to do their part to follow safety protocols while in the office and ensure that they are not coming into the office after traveling or when feeling ill.

After careful consideration, the end of year review process will be taking place in January 2021 to allow for a full year review for 2020, but more importantly to look forward into 2021. This will allow for opportunities to grow and contribute, as well as goal setting focused on driving results.

With the recent job elimination of one employee and the furloughing of four others, Human Resources has worked to ensure a smooth transition and communication strategy across the organization.

Information Technology

Collaboration continues with the development staff on projects in support of the Keeping Athletes First initiative. Efforts are focused on the Online Member Registration (OMR) application and the new Learning Management System (LMS). Additionally, there is also a project underway to migrate the legacy development environment into the Microsoft DevOps cloud. DevOps is a set of practices that combines software development and IT Operations. This collaboration shortens the applications development lifecycle and results in higher quality software and ultimately better services for the USA Swimming membership.

Cyber security efforts have largely been administrative during this quarter in support of the data mapping project; however, the IT Operations team has been collaborating with the development team on selecting an identity provider for the OMR project. USA Swimming applications, such as SWIMS and Deckpass, employ independent identity solutions, which results in an inefficient user experience. Each application requires a separate user id and password to access the system. The new identity technology will allow a user to access all USA Swimming applications with one user id and authentication method. This is what is referred to as a Single Sign On (SSO) environment.

Finally, the IT Operations team has streamlined support efforts with the deployment of a cloud-based helpdesk solution called Freshdesk to staff members. This tool allows support staff to collect all customer conversations in one place, automate repetitive work, and collaborate with other members of the team to resolve issues faster. Plans are in the early stages to deploy Freshdesk to members for submitting support tickets for issues with USA Swimming applications such as SWIMS or the public website.

Risk Management

Since the last Board meeting, the primary focuses of Risk Management have been the 2021 renewal of liability insurance for USA Swimming, LSCs, and member clubs and coverage analysis for historical sexual abuse claims.

USA Swimming has been fortunate to have had strong relationships with long term insurers, along with a solid reputation regarding implementation of its Safe Sport program. Unfortunately, the insurance market has seriously tightened, even for seemingly lower risk and high performing programs. An actuarial study was commissioned to assist with the analysis of various renewal options, which resulted in staying with the incumbent insurer. COVID-19 related exposures are also specifically excluded going forward.

Risk Management continued its involvement in several organizational initiatives, including the cyber security assessment and ongoing participation in LSC status zoom calls to provide guidance to clubs relative to re-open and sanctioning protocols. Risk Management was also invited to become part of the Aquatics Coalition team to provide input, as needed, regarding water sports.

The Operational Risk Committee continues to play an active role in helping clubs maintain training and continuity in coach certification. The Committee also established a sub-committee to begin work on a future presentation on air quality exposures. Finally, the 2020 Kiefer Safety award was given to George Ward, Risk Manager for USA Swimming from 2013-2020.

FINANCE

Waugh & Goodwin, LLP, our audit and tax firm, completed both 2019 Form 990 tax returns during the third quarter ahead of the November 15 deadline. They are also scheduled to perform their interim (pre-audit) work for the 2020 financial audit in mid-December 2020 with the year-end audit fieldwork to be completed in March-April 2021 per usual. Additionally, Plante Moran, PLLC, out of their Denver, CO office, completed our inaugural external audit of the 401(k) Plan and issued a clean opinion.

This year continues to bring many rewarding challenges and nuances to the Finance department including staffing adjustments and a retirement, newly created and or pivoted operating programs, new relief grant programs, and governmental pandemic relief programs, just to name a few. These are all related to the largest distinction of this year for us – continuous forecasting, reforecasting, and financial scenario creations. “Budget season” has been in full force since March as we collectively continue to financially strategize, prioritize, and execute our mission, vision, and “Ends” during these unique times.