

USA Swimming
2020 Quad Business Plan Summary

	Proposed Budget 2017	Proposed Budget 2018	Proposed Budget 2019	Proposed Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual/Budget	Over 2016 Quad Favorable (Unfavorable) Change \$	Change %
REVENUE:								
Membership	\$23,255,000	\$24,097,100	\$24,943,500	\$25,794,100	\$98,089,700	\$79,973,168	\$18,116,532	22.65%
Marketing Partner Revenue	6,336,500	6,307,500	6,267,500	7,077,500	25,989,000	21,389,289	4,599,711	21.50%
USOC Partnership	4,969,700	4,969,700	4,969,700	4,969,700	19,878,800	18,868,831	1,009,969	5.35%
Events and Registration	775,500	575,500	1,525,500	5,835,500	8,712,000	7,810,414	901,586	11.54%
Publications and Fulfillment	169,000	169,000	169,000	169,000	676,000	797,580	(121,580)	-15.24%
Foundation and Swim-A-Thon	775,500	778,500	781,500	734,500	3,070,000	2,851,000	219,000	7.68%
Investment Income	489,300	478,600	466,700	453,500	1,888,100	2,273,833	(385,733)	-16.96%
Other Income	261,000	261,000	261,000	261,000	1,044,000	1,465,695	(421,695)	-28.77%
Total Revenue	37,031,500	37,636,900	39,384,400	45,294,800	159,347,600	135,429,810	23,917,790	17.66%
EXPENSES:								
Club Development Division	4,763,800	4,891,200	4,987,400	5,009,700	19,652,100	16,329,808	(3,322,292)	-20.34%
Business Operations/ Events Division	7,690,500	7,418,900	8,982,700	7,610,000	31,702,100	27,256,463	(4,445,637)	-16.31%
National Team Division	8,928,300	9,447,300	10,068,700	10,751,000	39,195,300	32,832,233	(6,363,067)	-19.38%
Business Development & Promotion Division	6,824,700	7,518,800	7,700,000	8,826,200	30,869,700	20,525,168	(10,344,532)	-50.40%
Foundation & Make a Splash Support	250,000	250,000	200,000	200,000	900,000	1,870,765	970,765	51.89%
Executive Division	4,170,200	4,027,000	4,178,800	4,488,400	16,864,400	13,922,768	(2,941,632)	-21.13%
Financial Affairs Division	1,409,000	1,444,500	1,480,300	1,481,400	5,815,200	5,289,486	(525,714)	-9.94%
Risk Management	3,496,200	3,511,900	3,592,100	3,748,600	14,348,800	15,103,951	755,151	5.00%
Total Expenses	37,532,700	38,509,600	41,190,000	42,115,300	159,347,600	133,130,642	(26,216,958)	-19.69%
OPERATING INCOME (LOSS)	(501,200)	(872,699)	(1,805,600)	3,179,500	0	2,299,168	(2,299,168)	
Reserves Spending:								
Foundation Endowment Donation					0	(1,000,000)	1,000,000	
Total Reserve Spending	0	0	0	0	0	(1,000,000)	1,000,000	
Surplus (Deficit) Before Investment Gains (Losses)	(501,200)	(872,699)	(1,805,600)	3,179,500	0	1,299,168	(1,299,168)	
Investment Gains (Losses)	283,700	283,700	283,700	283,700	1,134,800	1,114,836	19,964	
NET SURPLUS (DEFICIT)	(\$217,500)	(\$588,999)	(\$1,521,900)	\$3,463,200	\$1,134,800	\$2,414,004	(\$1,279,204)	

**USA Swimming
2017 Proposed Budget**

	Proposed Budget 2017	Budget 2016	Favorable (Unfavorable)	%
REVENUE:				
Membership	\$23,255,000	\$21,192,400	\$2,062,600	9.73%
Marketing Partner Revenue	6,336,500	6,405,000	(68,500)	-1.07%
USOC Partnership	4,969,700	5,094,700	(125,000)	-2.45%
Events and Registration	775,500	5,252,800	(4,477,300)	-85.24%
Publications and Fulfillment	169,000	169,000	0	0.00%
Foundation and Swim-A-Thon	775,500	722,500	53,000	7.34%
Investment Income	489,300	684,000	(194,700)	-28.46%
Other Income	261,000	286,000	(25,000)	-8.74%
Total Revenue	37,031,500	39,806,400	(2,774,900)	-6.97%
EXPENSES:				
Club Development Division	4,763,800	4,539,000	(224,800)	-4.95%
Business Operations/ Events Division	7,690,500	6,683,800	(1,006,700)	-15.06%
National Team Division	8,928,300	9,743,900	815,600	8.37%
Business Development & Promotion Division	6,824,700	7,273,500	448,800	6.17%
Foundation & Make a Splash Support	250,000	440,000	190,000	43.18%
Executive Division	4,170,200	4,080,400	(89,800)	-2.20%
Financial Affairs Division	1,409,000	1,455,900	46,900	3.22%
Risk Management	3,496,200	3,140,100	(356,100)	-11.34%
Total Expenses	37,532,700	37,356,600	(176,100)	-0.47%
OPERATING INCOME (LOSS)	(501,200)	2,449,800	(2,951,000)	
Reserves Spending:				
Foundation Endowment Donation	0	(1,000,000)	1,000,000	
Total Reserve Spending	0	(1,000,000)	1,000,000	
Surplus (Deficit) Before Investment Gains (Losses)	(501,200)	1,449,800	(1,951,000)	
Investment Gains (Losses)	283,700	323,600	(39,900)	
NET SURPLUS (DEFICIT)	(\$217,500)	\$1,773,400	(\$1,990,900)	

**USA Swimming
Revenue Budget 2017-2020**

Revenue Budget 2016-2021							Favorable (Unfavorable)		2016 to 2017 Favorable (Unfavorable)		
Line #		Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Budget	Over 2016 Quad	Change \$	Change %
MEMBERSHIP:											
1	Athlete Membership	\$18,110,844	\$19,996,424	\$20,710,582	\$21,424,740	\$22,138,898	\$84,270,644	\$68,218,464	\$16,052,180	\$1,885,580	10.41%
2	Seasonal Athlete Membership	753,300	709,680	709,680	709,680	709,680	2,838,720	3,200,664	(361,944)	(43,620)	-5.79%
3	Outreach Athlete Membership	41,940	45,925	45,925	45,925	45,925	183,700	151,310	32,390	3,985	9.50%
4	Club Membership	208,250	210,700	210,700	210,700	210,700	842,800	828,450	14,350	2,450	1.18%
5	Seasonal Club Membership	5,600	5,080	5,080	5,080	5,080	20,320	21,400	(1,080)	(520)	-9.29%
6	Non-Athlete Membership	1,932,822	2,165,016	2,287,172	2,413,380	2,543,674	9,409,242	6,996,981	2,412,261	232,194	12.01%
7	Family Membership	103,140	85,680	90,480	95,520	100,688	372,368	436,459	(64,091)	(17,460)	-16.93%
8	Life Membership	31,000	31,000	32,000	33,000	34,000	130,000	98,000	32,000	0	0.00%
9	Allied Membership	1,000	1,000	1,000	1,000	1,000	4,000	4,000	0	0	0.00%
10	Affiliate Membership	500	800	800	800	800	3,200	2,300	900	300	60.00%
11	Delegate Fees	350	100	100	100	100	400	1,150	(750)	(250)	-71.43%
12	Single Meet Open Water	3,560	3,550	3,550	3,550	3,550	14,200	13,650	550	(10)	-0.28%
13	Other	94	45	31	25	5	106	340	(234)	(49)	-52.13%
TOTAL MEMBERSHIP		21,192,400	23,255,000	24,097,100	24,943,500	25,794,100	98,089,700	79,973,168	18,116,532	2,062,600	9.73%
MARKETING PARTNER REVENUE:											
14	Sponsorships	5,835,000	5,229,000	4,835,000	4,745,000	5,505,000	20,314,000	20,124,323	189,677	(606,000)	-10.39%
15	SwimJitsu	120,000	585,000	1,050,000	1,100,000	1,100,000	3,835,000	120,000	3,715,000	465,000	387.50%
16	USA Swimming Productions	0	50,000	100,000	100,000	150,000	400,000	0	400,000	50,000	0.00%
17	Supplier Income	255,000	300,000	150,000	150,000	150,000	750,000	485,000	265,000	45,000	17.65%
18	Licensee Income	40,000	10,000	10,000	10,000	10,000	40,000	126,266	(86,266)	(30,000)	-75.00%
19	Royalties	90,000	97,500	97,500	97,500	97,500	390,000	368,164	21,836	7,500	8.33%
20	Other	65,000	65,000	65,000	65,000	65,000	260,000	165,536	94,464	0	0.00%
TOTAL MARKETING PARTNER REVENUE		6,405,000	6,336,500	6,307,500	6,267,500	7,077,500	25,989,000	21,389,289	4,599,711	(68,500)	-1.07%
USOC PARTNERSHIP:											
21	NGB Funding	3,082,200	2,957,200	2,957,200	2,957,200	2,957,200	11,828,800	10,961,276	867,524	(125,000)	-4.06%
22	Direct Athlete Support	1,997,500	1,997,500	1,997,500	1,997,500	1,997,500	7,990,000	7,754,000	236,000	0	0.00%
23	International Relations Grants	15,000	15,000	15,000	15,000	15,000	60,000	57,000	3,000	0	0.00%
24	Other USOC Support	0	0	0	0	0	0	96,555	(96,555)	0	0.00%
TOTAL USOC PARTNERSHIP		5,094,700	4,969,700	4,969,700	4,969,700	4,969,700	19,878,800	18,868,831	1,009,969	(125,000)	-2.45%
EVENTS AND REGISTRATIONS:											
25	Duel in the Pool	0	200,000	0	950,000	0	1,150,000	1,081,504	68,496	200,000	0.00%
26	Pan Pacific Championships	0	0	0	0	0	0	0	0	0	0.00%
27	Golden Goggle Awards	300	0	0	0	0	0	(237,892)	237,892	(300)	-100.00%
28	Olympic Trials	4,760,000	0	0	0	5,260,000	5,260,000	4,606,143	653,857	(4,760,000)	-100.00%
29	International TV Rights	0	70,000	70,000	70,000	70,000	280,000	20,148	259,852	70,000	0.00%
30	Coach Education Clinics	55,000	55,000	55,000	55,000	55,000	220,000	292,025	(72,025)	0	0.00%
31	Foundations 101 and 201	112,000	125,000	125,000	125,000	125,000	500,000	390,513	109,487	13,000	11.61%
32	Altitude Camps	295,000	295,000	295,000	295,000	295,000	1,180,000	1,367,647	(187,647)	0	0.00%
33	Hotel Rebates	20,000	20,000	20,000	20,000	20,000	80,000	143,883	(63,883)	0	0.00%
34	Championship Symposium	0	0	0	0	0	0	0	0	0	0.00%
36	Youth Team Support	0	0	0	0	0	0	225	(225)	0	0.00%
37	Officials Clinic	0	0	0	0	0	0	0	0	0	0.00%
38	Facilities Conference	8,000	8,000	8,000	8,000	8,000	32,000	29,248	2,752	0	0.00%
39	Safe Sport Leadership Conference	0	0	0	0	0	0	8,485	(8,485)	0	0.00%
40	On-line Meet Registration	2,500	2,500	2,500	2,500	2,500	10,000	80,445	(70,445)	0	0.00%
41	Other	0	0	0	0	0	0	28,040	(28,040)	0	0.00%
TOTAL EVENTS AND REGISTRATIONS		5,252,800	775,500	575,500	1,525,500	5,835,500	8,712,000	7,810,414	901,586	(4,477,300)	-85.24%

**USA Swimming
Revenue Budget 2017-2020**

Line #	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Budget	Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$	Change %
PUBLICATIONS AND FULFILLMENT:										
42	0	0	0	0	0	0	5,459	(5,459)	0	0.00%
43	120,000	120,000	120,000	120,000	120,000	480,000	480,841	(841)	0	0.00%
44	0	0	0	0	0	0	105	(105)	0	0.00%
45	4,000	4,000	4,000	4,000	4,000	16,000	13,144	2,856	0	0.00%
46	40,000	40,000	40,000	40,000	40,000	160,000	212,440	(52,440)	0	0.00%
47	5,000	5,000	5,000	5,000	5,000	20,000	82,951	(62,951)	0	0.00%
48	0	0	0	0	0	0	2,640	(2,640)	0	0.00%
49	0	0	0	0	0	0	0	0	0	0.00%
TOTAL PUBLICATIONS AND FULFILLMENT	169,000	169,000	169,000	169,000	169,000	676,000	797,580	(121,580)	0	0.00%
FOUNDATION AND SWIM-A-THON:										
50	542,500	595,500	598,500	601,500	554,500	2,350,000	2,131,000	219,000	53,000	9.77%
51	120,000	120,000	120,000	120,000	120,000	480,000	480,000	0	0	0.00%
52	60,000	60,000	60,000	60,000	60,000	240,000	240,000	0	0	0.00%
53	0	0	0	0	0	0	0	0	0	0.00%
TOTAL FOUNDATION AND SWIM-A-THON	722,500	775,500	778,500	781,500	734,500	3,070,000	2,851,000	219,000	53,000	7.34%
INVESTMENT INCOME:										
54	460,000	300,000	300,000	300,000	300,000	1,200,000	1,388,645	(188,645)	(160,000)	-34.78%
55	184,000	174,300	163,600	151,700	138,500	628,100	783,431	(155,331)	(9,700)	-5.27%
56	40,000	15,000	15,000	15,000	15,000	60,000	101,757	(41,757)	(25,000)	-62.50%
TOTAL INVESTMENT INCOME	684,000	489,300	478,600	466,700	453,500	1,888,100	2,273,833	(385,733)	(194,700)	-28.46%
OTHER INCOME:										
57	0	0	0	0	0	0	0	0	0	0.00%
58	158,000	158,000	158,000	158,000	158,000	632,000	661,739	(29,739)	0	0.00%
59	0	0	0	0	0	0	0	0	0	0.00%
60	93,000	93,000	93,000	93,000	93,000	372,000	412,600	(40,600)	0	0.00%
61	15,000	0	0	0	0	0	45,000	(45,000)	(15,000)	-100.00%
62	0	0	0	0	0	0	144,808	(144,808)	0	0.00%
63	20,000	10,000	10,000	10,000	10,000	40,000	65,741	(25,741)	(10,000)	-50.00%
64	0	0	0	0	0	0	135,807	(135,807)	0	0.00%
TOTAL OTHER INCOME	286,000	261,000	261,000	261,000	261,000	1,044,000	1,465,695	(421,695)	(25,000)	-8.74%
TOTAL OPERATING REVENUE	39,806,400	37,031,500	37,636,900	39,384,400	45,294,800	159,347,600	135,429,810	23,917,790	(2,774,900)	-6.97%
INVESTMENT GAINS (LOSSES):										
65	365,200	324,800	324,800	324,800	324,800	1,299,200	1,268,654	30,546	(40,400)	-11.06%
66	(41,600)	(41,100)	(41,100)	(41,100)	(41,100)	(164,400)	(153,818)	(10,582)	500	-1.20%
TOTAL INVESTMENT GAINS (LOSSES)	323,600	283,700	283,700	283,700	283,700	1,134,800	1,114,836	19,964	(39,900)	-12.33%
TOTAL REVENUE	\$40,130,000	\$37,315,200	\$37,920,600	\$39,668,100	\$45,578,500	\$160,482,400	\$136,544,646	\$23,937,754	(\$2,814,800)	-7.01%

CLUB DEVELOPMENT DIVISION

Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$	Change %
Athlete Development Programs											
1	1117 LSC Camps	16,900	7,400	7,400	7,400	7,400	29,600	52,145	22,545	9,500	56.21%
2	1118 Zone Select Camps	103,500	97,200	97,200	97,200	99,200	390,800	395,086	4,286	6,300	6.09%
3	1119 National Select Camps	0	163,100	100,800	100,800	0	364,700	131,501	(233,199)	(163,100)	0.00%
4	1120 Camp Apparel (VIK)	25,000	25,000	25,000	25,000	25,000	100,000	107,176	7,176	0	0.00%
5	1135 Tech Services Support	3,000	2,400	2,400	2,400	2,400	9,600	14,349	4,749	600	20.00%
6	1163 Open Water Select Camp	52,300	51,800	51,800	51,800	51,800	207,200	198,137	(9,063)	500	0.96%
	Program Group Total	200,700	346,900	284,600	284,600	185,800	1,101,900	898,394	(203,506)	(146,200)	-72.85%
Coach Education and Development											
7	1213 Coach Education Development	45,800	30,600	60,600	30,600	60,600	182,400	269,791	87,391	15,200	33.19%
8	1231 USA-S Hosted Coaches Clinics	176,400	84,900	124,600	84,900	124,800	419,200	608,531	189,331	91,500	51.87%
9	1237 Non-USAS Clinic Participation	37,500	36,200	36,200	36,200	36,200	144,800	130,071	(14,729)	1,300	3.47%
10	1240 Internet Coaches' Clinics	19,000	18,200	18,200	18,200	18,200	72,800	74,270	1,470	800	4.21%
11	1242 Coach Mentoring	116,000	111,700	111,700	111,700	111,700	446,800	190,127	(256,673)	4,300	3.71%
12	1245 Master Coach Program	158,600	160,700	163,800	166,900	170,100	661,500	611,705	(49,795)	(2,100)	-1.32%
13	1260 Science & Technology Grants	0	0	0	0	0	0	0	0	0	0.00%
14	1290 Travel & Program Support	103,300	117,300	117,300	117,300	117,300	469,200	340,977	(128,223)	(14,000)	-13.55%
	Program Group Total	656,600	559,600	632,400	565,800	638,900	2,396,700	2,225,472	(171,228)	97,000	14.77%
Club Education and Development											
15	1302 Club Excellence Program	472,500	463,600	463,600	463,600	463,600	1,854,400	1,708,279	(146,121)	8,900	1.88%
16	1305 Club Recognition Program	4,000	2,000	5,000	2,000	5,000	14,000	30,610	16,610	2,000	50.00%
17	1311 Club Governance Programs	38,500	48,500	37,100	48,500	37,100	171,200	123,689	(47,511)	(10,000)	-25.97%
18	1314 Club Resources	19,600	27,600	7,600	27,600	7,600	70,400	118,816	48,416	(8,000)	-40.82%
19	1332 Club Research Technology	146,800	138,800	86,400	0	0	225,200	307,850	82,650	8,000	5.45%
20	1390 Travel & Program Support	147,300	149,900	179,900	209,900	209,900	749,600	605,566	(144,034)	(2,600)	-1.77%
	Program Group Total	828,700	830,400	779,600	751,600	723,200	3,084,800	2,894,810	(189,990)	(1,700)	-0.21%
LSC Development & Education											
21	1465 LSC & Zone Governance Study	74,000	15,000	0	0	0	15,000	122,125	107,125	59,000	79.73%
22	1470 LSC Consulting	73,600	50,400	50,400	50,400	50,400	201,600	255,975	54,375	23,200	31.52%
23	1475 LEAP Program	55,400	27,800	39,400	41,500	51,000	159,700	126,127	(33,573)	27,600	49.82%
24	1481 Leadership Workshops	21,100	42,500	42,500	42,500	48,700	176,200	59,491	(116,709)	(21,400)	-101.42%
	Program Group Total	224,100	135,700	132,300	134,400	150,100	552,500	563,718	11,218	88,400	39.45%
Facilities Advocacy & Development											
25	1505 Build a Pool Conference	75,500	62,700	62,700	62,700	62,700	250,800	275,612	24,812	12,800	16.95%
26	1507 Aquatic Industry Relations	19,600	21,500	21,500	21,500	21,500	86,000	74,379	(11,621)	(1,900)	-9.69%
27	1590 Travel & Program Support	11,000	11,200	11,200	11,200	11,200	44,800	38,164	(6,636)	(200)	-1.82%
	Program Group Total	106,100	95,400	95,400	95,400	95,400	381,600	388,156	6,556	10,700	10.08%
Membership Growth & Diversity											
28	1638 Diversity Management Support	68,600	84,100	84,100	84,100	84,100	336,400	272,680	(63,720)	(15,500)	-22.59%
29	1640 Community Swim Team Development	47,900	48,300	50,800	53,300	55,800	208,200	72,257	(135,943)	(400)	-0.84%
30	1642 Diversity Research Study	0	0	0	0	0	0	10,000	10,000	0	0.00%
31	1645 Zone Diversity Camps & Meetings	23,700	22,700	22,700	22,700	22,700	90,800	54,476	(36,324)	1,000	4.22%
32	1651 Diversity VIK	15,000	15,000	15,000	15,000	15,000	60,000	41,245	(18,755)	0	0.00%

CLUB DEVELOPMENT DIVISION

Line #		2016	2017	2018	2019	2020	TOTAL	TOTAL	Favorable	2016 to 2017	
		Budget	Budget	Budget	Budget	Budget	2020 Quad Budget	2016 Quad Actual	(Unfavorable) Over 2016 Quad	Favorable (Unfavorable) Change \$	Change %
33	1665 Diversity Select Camp	67,600	68,000	68,000	68,000	68,000	272,000	209,166	(62,834)	(400)	-0.59%
	<i>Program Group Total</i>	222,800	238,100	240,600	243,100	245,600	967,400	659,825	(307,575)	(15,300)	-6.87%
	Committees										
34	1823 Convention Education Committee	13,300	14,000	14,000	14,000	14,000	56,000	47,995	(8,005)	(700)	-5.26%
35	1830 LSC Development Committee	14,800	25,100	25,200	25,200	25,200	100,700	55,985	(44,715)	(10,300)	-69.59%
36	1841 Disability Swimming Committee	500	8,900	600	8,900	600	19,000	12,745	(6,255)	(8,400)	-1680.00%
37	1842 Diversity Committee	10,900	12,000	12,000	12,000	12,000	48,000	45,901	(2,099)	(1,100)	-10.09%
38	1851 Age Group Development Committee	11,200	900	10,600	900	10,600	23,000	32,054	9,054	10,300	91.96%
39	1856 Club Development Committee	8,300	400	9,300	400	9,300	19,400	17,649	(1,751)	7,900	95.18%
40	1860 Governance Committee	500	10,700	600	10,700	600	22,600	2,334	(20,266)	(10,200)	-2040.00%
41	1885 Senior Development Committee	0	7,700	400	7,700	400	16,200	14,030	(2,170)	(7,700)	0.00%
	<i>Program Group Total</i>	59,500	79,700	72,700	79,800	72,700	304,900	228,694	(76,206)	(20,200)	-33.95%
	Administration & Operational Support										
42	1990 Administration & Operational Support	283,000	267,800	269,300	269,000	257,600	1,063,700	1,288,976	225,276	15,200	5.37%
43	1999 Salary and Benefits	1,957,500	2,210,200	2,384,300	2,563,700	2,640,400	9,798,600	7,180,292	(2,618,308)	(252,700)	-12.91%
	<i>Program Group Total</i>	2,240,500	2,478,000	2,653,600	2,832,700	2,898,000	10,862,300	8,469,268	(2,393,032)	(237,500)	-10.60%
	TOTAL CLUB DEVELOPMENT	4,539,000	4,763,800	4,891,200	4,987,400	5,009,700	19,652,100	16,328,336	(3,323,764)	(224,800)	-4.95%

BUSINESS OPERATIONS/ EVENTS DIVISION										
Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$ Change %
	Events									
44	2005 Olympic Trials	36,300	10,000	0	0	41,100	51,100	75,145	24,045	26,300 72.45%
45	2010 Duel in the Pool	0	347,800	0	1,476,700	0	1,824,500	1,641,758	(182,742)	(347,800) 0.00%
46	2015 2010 Pan Pac Championships	0	0	0	0	0	0	15,000	15,000	0 0.00%
47	2018 Short Course Nationals	121,400	123,900	127,000	130,300	133,600	514,800	513,494	(1,307)	(2,500) -2.06%
48	2019 National Championships (Summer LC) & NT Trials	0	241,500	248,100	255,000	0	744,600	848,184	103,584	(241,500) 0.00%
49	2023 US Open	92,500	94,100	0	0	100,800	194,900	192,214	(2,686)	(1,600) -1.73%
50	2025 Arena Pro Swim Series	332,900	314,900	320,700	326,800	333,000	1,295,400	1,031,064	(264,336)	18,000 5.41%
51	2027 Speedo Champions Series (Sectionals)	215,000	215,000	215,000	215,000	215,000	860,000	832,119	(27,881)	0 0.00%
52	2028 IMXtreme Games	24,000	24,000	24,000	24,000	24,000	96,000	70,141	(25,859)	0 0.00%
53	2029 Zone Championships	100,000	100,000	100,000	100,000	100,000	400,000	342,034	(57,966)	0 0.00%
54	2035 Futures Championships	107,400	134,200	136,400	138,600	141,000	550,200	192,325	(357,875)	(26,800) -24.95%
55	2040 Jr. Pan Pacific Championships	32,000	0	32,000	0	32,000	64,000	62,000	(2,000)	32,000 100.00%
56	2045 Jr. Nat'l Championships (Summer LC)	98,000	101,800	104,200	106,700	109,200	421,900	412,451	(9,449)	(3,800) -3.88%
57	2050 Jr. Nat'l Championships (Winter SC) & Long Course Inv	124,500	126,300	128,700	131,300	134,000	520,300	287,594	(232,707)	(1,800) -1.45%
58	2069 Open Water Championships	91,900	93,600	95,800	98,000	100,300	387,700	256,470	(131,229)	(1,700) -1.85%
59	2092 Club Marketing & Event Management Symposium	17,000	0	0	0	0	0	17,504	17,504	17,000 100.00%
60	2076 Bag Tags VIK	10,000	10,000	10,000	10,000	10,000	40,000	56,739	16,739	0 0.00%
61	2077 National Events Uniforming (VIK)	67,500	40,000	40,000	40,000	40,000	160,000	131,481	(28,519)	27,500 40.74%
62	2716 Omega Timing Systems VIK	320,000	331,500	331,800	332,100	332,400	1,327,800	1,461,154	133,354	(11,500) -3.59%
	Program Group Total	1,790,400	2,308,600	1,913,700	3,384,500	1,846,400	9,453,200	8,438,870	(1,014,330)	(518,200) -28.94%
	Member Programs									
63	2411 Member Dues and Services	37,500	28,900	29,000	27,800	27,900	113,600	326,227	212,627	8,600 22.93%
64	2412 Technology Projects	47,500	40,000	40,000	40,000	40,000	160,000	156,063	(3,937)	7,500 15.79%
65	2418 SWIMS 2.0	103,800	150,000	150,000	150,000	150,000	600,000	198,824	(401,176)	(46,200) -44.51%
66	2421 Membership Directory	8,400	9,000	9,400	9,800	10,100	38,300	31,127	(7,173)	(600) -7.14%
67	2423 Rulebook	110,900	122,000	119,000	126,000	126,000	493,000	309,882	(183,118)	(11,100) -10.01%
68	2431 Swimposium	135,600	138,000	138,000	138,200	138,200	552,400	343,389	(209,011)	(2,400) -1.77%
69	2432 Zone Workshops	119,800	148,300	128,700	148,300	128,700	554,000	119,800	(434,200)	(28,500) -23.79%
70	2434 On-Line Member Services Project	100,000	100,000	100,000	100,000	100,000	400,000	117,376	(282,624)	0 0.00%
71	2498 Awards	13,700	14,300	14,300	14,300	14,300	57,200	61,174	3,974	(600) -4.38%
	Program Group Total	677,200	750,500	728,400	754,400	735,200	2,968,500	1,663,863	(1,304,637)	(73,300) -10.82%
	Member Programs - Officials									
72	2433 Officials Training Sessions	98,200	96,500	99,100	98,600	101,300	395,500	400,814	5,314	1,700 1.73%
73	2437 Officials On-Line Testing	7,000	5,100	5,100	5,100	5,100	20,400	7,042	(13,358)	1,900 27.14%
74	2438 Officials Certification Program	37,400	37,400	38,400	39,400	40,400	155,600	79,172	(76,428)	0 0.00%
75	2439 Officials Video	0	0	0	0	0	0	46,296	46,296	0 0.00%
76	2440 Officials Clinic	35,200	3,200	37,000	3,200	37,000	80,400	35,200	(45,200)	32,000 90.91%
77	2441 Officials International Travel	24,700	19,800	26,800	20,000	20,000	86,600	100,872	14,272	4,900 19.84%
78	2442 Officials Uniforming (VIK)	0	0	0	0	0	0	27,782	27,782	0 0.00%
79	2450 Officials Mentoring & Training	5,000	5,200	5,200	5,200	5,200	20,800	12,902	(7,898)	(200) -4.00%
	Program Group Total	207,500	167,200	211,600	171,500	209,000	759,300	710,079	(49,221)	40,300 19.42%
	Other Programs and Services									
80	2501 Publications and Video Sales	31,000	40,000	40,000	40,000	40,000	160,000	194,012	34,012	(9,000) -29.03%
81	2502 Mailing Service	500	600	600	700	700	2,600	3,715	1,115	(100) -20.00%
82	2505 Trials Hospitality	51,900	0	0	2,500	60,500	63,000	53,458	(9,542)	51,900 100.00%
83	2518 Altitude Camps	303,400	305,000	305,000	305,000	305,000	1,220,000	1,355,351	135,351	(1,600) -0.53%
84	2519 Times Projects	65,200	67,100	69,400	72,900	75,900	285,300	414,236	128,936	(1,900) -2.91%
85	2720 Vendini Event Ticketing	0	0	0	0	0	0	10,143	10,143	0 0.00%

BUSINESS OPERATIONS/ EVENTS DIVISION

Line #		2016	2017	2018	2019	2020	TOTAL	TOTAL	Favorable	2016 to 2017	
		Budget	Budget	Budget	Budget	Budget	2020 Quad Budget	2016 Quad Actual	(Unfavorable) Over 2016 Quad	Change \$	Change %
86	2715 TV/Web Cast Production	677,000	977,000	1,000,000	1,030,000	1,060,000	4,067,000	3,454,730	(612,270)	(300,000)	-44.31%
	<i>Program Group Total</i>	1,129,000	1,389,700	1,415,000	1,451,100	1,542,100	5,797,900	5,485,645	(312,255)	(260,700)	-23.09%
	Committees and Governance										
87	2801 Convention	99,300	99,700	100,200	100,800	101,300	402,000	349,534	(52,466)	(400)	-0.40%
88	2802 Convention - Athletes	93,900	101,800	102,500	103,200	104,100	411,600	365,546	(46,054)	(7,900)	-8.41%
89	2825 Registration / Membership	17,100	18,500	18,500	18,500	18,500	74,000	58,308	(15,692)	(1,400)	-8.19%
90	2832 Awards	400	400	400	400	400	1,600	1,552	(48)	0	0.00%
91	2835 Credentials / Elections	1,200	1,400	1,500	1,500	1,500	5,900	5,848	(52)	(200)	-16.67%
92	2836 Rules and Regulations	35,500	35,400	35,400	35,700	35,700	142,200	125,371	(16,829)	100	0.28%
93	2850 Open Water Development	12,200	10,500	10,500	10,500	10,500	42,000	13,058	(28,942)	1,700	13.93%
94	2857 Times & Recognition Committee	24,000	23,200	23,200	23,200	23,200	92,800	89,554	(3,246)	800	3.33%
95	2862 Championship Evaluation Committee	4,500	5,500	5,500	5,500	5,500	22,000	7,956	(14,044)	(1,000)	-22.22%
96	2866 Officials	20,300	19,000	19,100	19,200	19,300	76,600	73,204	(3,396)	1,300	6.40%
	<i>Program Group Total</i>	308,400	315,400	316,800	318,500	320,000	1,270,700	1,089,930	(180,770)	(7,000)	-2.27%
	Administration & Operational Support										
97	2990 Administration & Operational Support	225,900	236,000	237,300	237,300	228,500	939,100	995,635	56,535	(10,100)	-4.47%
98	2995 Information Technology Support	384,500	414,000	424,100	428,500	425,100	1,691,700	1,313,072	(378,628)	(29,500)	-7.67%
99	2999 Salary and Benefits	1,960,900	2,109,100	2,172,000	2,236,900	2,303,700	8,821,700	7,559,368	(1,262,332)	(148,200)	-7.56%
	<i>Program Group Total</i>	2,571,300	2,759,100	2,833,400	2,902,700	2,957,300	11,452,500	9,868,076	(1,584,425)	(187,800)	-7.30%
	TOTAL BUSINESS OPERATIONS/ EVENTS	6,683,800	7,690,500	7,418,900	8,982,700	7,610,000	31,702,100	27,256,463	(4,445,637)	(1,006,700)	-15.06%

NATIONAL TEAM DIVISION

NATIONAL TEAM DIVISION						TOTAL	TOTAL	Favorable (Unfavorable)	2016 to 2017 Favorable		
Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2020 Quad Budget	2016 Quad Actual	Over 2016 Quad	(Unfavorable) Change \$	(Unfavorable) Change %
Competitions											
100	3001 Olympic Games	600,000	100	3,300	3,800	642,200	649,400	603,366	(46,034)	599,900	99.98%
101	3007 Pan Pacific Championships	0	0	445,000	0	0	445,000	421,545	(23,455)	0	0.00%
102	3013 Pan American Games	0	0	0	65,000	0	65,000	60,051	(4,949)	0	0.00%
103	3015 World University Games	0	302,400	0	337,400	0	639,800	578,831	(60,969)	(302,400)	0.00%
104	3016 Australian Super Series	0	0	0	0	0	0	134,026	134,026	0	0.00%
105	3020 NT vs. NCAA	0	95,000	95,000	95,000	95,000	380,000	0	(380,000)	(95,000)	0.00%
106	3031 Long Course World Championship	0	341,000	0	446,200	0	787,200	979,905	192,705	(341,000)	0.00%
107	3033 Short Course World Championships	182,700	0	295,300	0	298,200	593,500	383,024	(210,476)	182,700	100.00%
Program Group Total		782,700	738,500	838,600	947,400	1,035,400	3,559,900	3,160,747	(399,153)	44,200	5.65%
Junior Team Programs											
108	3009 Junior Team International Competition	0	145,900	153,600	161,800	114,800	576,100	327,855	(248,245)	(145,900)	0.00%
109	3012 Jr. Pan Pacs	238,700	0	260,800	0	285,700	546,500	465,790	(80,710)	238,700	100.00%
110	3045 Junior Team Camps	75,300	64,800	64,500	64,500	65,000	258,800	270,779	11,979	10,500	13.94%
111	3050 FINA World Junior Championships	0	245,800	0	406,500	0	652,300	603,094	(49,206)	(245,800)	0.00%
112	3051 Jr. Team Pro Swim Series	0	40,000	48,000	40,000	48,000	176,000	0	(176,000)	(40,000)	0.00%
113	3992 Jr. Team Director Travel	0	37,800	37,800	37,800	37,800	151,200	0	(151,200)	(37,800)	0.00%
Program Group Total		314,000	534,300	564,700	710,600	551,300	2,360,900	1,667,518	(693,382)	(220,300)	-70.16%
Open Water Programs											
114	3040 FINA Open Water Junior Championships	46,200	46,400	48,400	46,400	48,300	189,500	98,337	(91,163)	(200)	-0.43%
115	3061 Open Water World Championships	0	64,000	0	75,200	0	139,200	164,454	25,254	(64,000)	0.00%
116	3062 Open Water International Competition	63,800	0	0	0	38,400	38,400	85,445	47,045	63,800	100.00%
117	3063 Open Water World University Games	0	27,400	0	26,400	0	53,800	29,530	(24,270)	(27,400)	0.00%
118	3065 Open Water World Cup	80,100	82,500	100,500	100,500	82,500	366,000	283,014	(82,986)	(2,400)	-3.00%
119	3075 Open Water International Camps	51,400	55,800	58,300	65,700	62,800	242,600	110,722	(131,878)	(4,400)	-8.56%
120	3495 Open Water Program Support	58,800	50,400	52,400	52,400	52,400	207,600	197,009	(10,591)	8,400	14.29%
Program Group Total		300,300	326,500	259,600	366,600	284,400	1,237,100	968,512	(268,588)	(26,200)	-8.72%
Camps											
121	3005 Olympic Prep Camps	538,400	0	0	0	629,600	629,600	538,400	(91,200)	538,400	100.00%
122	3069 National Team Orientation Camps	18,700	0	0	0	26,000	26,000	95,527	69,527	18,700	100.00%
123	3071 Altitude Training Camps	60,500	60,000	60,000	60,000	52,000	232,000	179,021	(52,979)	500	0.83%
124	3073 National Team Camps	65,400	17,500	19,500	22,500	22,500	82,000	79,553	(2,447)	47,900	73.24%
125	3076 National Team International Camps	0	237,100	310,600	293,600	0	841,300	547,194	(294,106)	(237,100)	0.00%
126	3479 Advance Team Visits	23,300	21,800	21,800	22,600	22,600	88,800	91,772	2,972	1,500	6.44%
Program Group Total		706,300	336,400	411,900	398,700	752,700	1,899,700	1,531,468	(368,232)	369,900	52.37%
Athlete Services											
127	3101 Athlete Support - Stipends & Grants	2,028,300	1,576,800	1,450,300	1,591,200	1,569,200	6,187,500	7,124,852	937,352	451,500	22.26%
128	3103 Athlete Support - Medals & Records	1,200,000	701,300	755,000	868,800	1,695,000	4,020,100	2,349,250	(1,670,850)	498,700	41.56%
129	3120 Athlete Support - Olympic Prep	35,000	20,000	30,000	30,000	20,000	100,000	113,703	13,703	15,000	42.86%
130	3125 Strength & Conditioning Grant	106,200	0	0	0	0	0	164,406	164,406	106,200	100.00%
131	3127 National Team Investment Grant	0	300,000	600,000	600,000	300,000	1,800,000	0	(1,800,000)	(300,000)	0.00%
132	3021 World Cup Athlete Support	49,000	50,000	50,000	50,000	50,000	200,000	293,080	93,080	(1,000)	-2.04%

NATIONAL TEAM DIVISION

						TOTAL	TOTAL	Favorable	2016 to 2017	
						2020 Quad	2016 Quad	(Unfavorable)	Favorable	
						Budget	Actual	Over 2016	(Unfavorable)	
Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget		Quad	Change \$	Change %
133	3025 Pro Swim Series Athlete Support	406,800	530,900	641,600	590,900	638,900	2,402,300	1,262,484	(1,139,816)	(124,100) -30.51%
134	3130 Foundation Endowment Programs	30,000	50,000	50,000	50,000	0	150,000	114,000	(36,000)	(20,000) -66.67%
135	3106 Phillips 66 Athlete Support	108,000	108,000	108,000	108,000	108,000	432,000	405,506	(26,494)	0 0.00%
136	3110 National Team Uniforming (VIK)	315,000	325,000	325,000	325,000	325,000	1,300,000	1,263,778	(36,222)	(10,000) -3.17%
137	3200 Athlete Life Skills	10,000	1,000	1,000	1,000	1,000	4,000	10,975	6,975	9,000 90.00%
138	3155 Elite Athlete Accident Coverage	50,000	50,000	50,000	50,000	50,000	200,000	193,058	(6,942)	0 0.00%
Program Group Total		4,338,300	3,713,000	4,060,900	4,264,900	4,757,100	16,795,900	13,295,093	(3,500,807)	625,300 14.41%
Coach Services										
139	3203 Coach Incentive & Reward Program	330,000	330,000	330,000	330,000	330,000	1,320,000	1,323,000	3,000	0 0.00%
140	3210 Olympic Team Prep Assistance	15,000	10,000	10,000	10,000	10,000	40,000	40,525	525	5,000 33.33%
141	3215 Olympic Ticket Order - Coaches	15,000	0	0	0	15,000	15,000	15,000	0	15,000 100.00%
142	3221 World Cup Coach Support	0	0	0	0	0	0	0	0	0 0.00%
143	3222 Special Consultants to Head Coach	37,100	0	0	0	0	0	126,644	126,644	37,100 100.00%
144	3460 Olympic Staff Recognition	35,000	20,000	27,000	35,000	35,000	117,000	99,930	(17,070)	15,000 42.86%
145	3010 Coach Education	49,000	38,000	28,500	28,500	9,500	104,500	113,016	8,516	11,000 22.45%
146	3077 National Team Coaches Meeting	11,000	128,500	114,000	128,500	11,500	382,500	292,330	(90,170)	(117,500) -1068.18%
147	3078 Junior Team Coaches Meeting	0	0	0	0	0	0	22,909	22,909	0 0.00%
148	3079 Team Logistics Seminar	0	0	5,700	0	5,700	11,400	0	(11,400)	0 0.00%
Program Group Total		492,100	526,500	515,200	532,000	416,700	1,990,400	2,033,354	42,954	(34,400) -6.99%
Performance Support										
149	3301 National Team Performance Support	176,100	183,000	166,500	154,000	186,800	690,300	591,684	(98,616)	(6,900) -3.92%
150	3303 Video Library	4,500	0	0	0	0	0	4,500	4,500	4,500 100.00%
151	3351 Athlete Testing & Lab Expenses	30,000	19,100	20,100	21,100	23,100	83,400	78,871	(4,529)	10,900 36.33%
Program Group Total		210,600	202,100	186,600	175,100	209,900	773,700	675,056	(98,644)	8,500 4.04%
High Performance Network										
152	3311 Sport Science Grants	0	0	0	0	0	0	35,349	35,349	0 0.00%
153	3353 Sport Medicine & Science Network	75,300	81,700	78,200	79,200	86,200	325,300	123,507	(201,793)	(6,400) -8.50%
154	3453 Drug Control Program	35,000	35,000	35,000	35,000	35,000	140,000	67,763	(72,237)	0 0.00%
Program Group Total		110,300	116,700	113,200	114,200	121,200	465,300	226,618	(238,682)	(6,400) -5.80%
Other Programs and Services										
155	3480 Club Investment	300,000	0	0	0	0	0	1,192,519	1,192,519	300,000 100.00%
156	3481 National Team Equipment	33,600	28,500	28,500	28,500	29,000	114,500	117,389	2,889	5,100 15.18%
157	3496 National Team Selection	10,000	5,700	5,700	5,700	9,900	27,000	16,778	(10,222)	4,300 43.00%
Program Group Total		343,600	34,200	34,200	34,200	38,900	141,500	1,326,686	1,185,186	309,400 90.05%
Committees										
158	3846 Sports Medicine	4,300	5,300	5,300	5,300	5,300	21,200	8,616	(12,584)	(1,000) -23.26%
159	3868 Open Water Committee	4,700	19,700	19,700	19,700	19,700	78,800	5,246	(73,554)	(15,000) -319.15%
160	3881 Olympic International Operations	1,800	0	0	0	0	0	3,599	3,599	1,800 100.00%
161	3882 National Steering Committee	21,600	14,100	14,100	14,100	14,100	56,400	43,914	(12,486)	7,500 34.72%
162	3884 National Team Evaluation	400	0	0	0	0	0	604	604	400 100.00%

NATIONAL TEAM DIVISION

Line #		2016	2017	2018	2019	2020	TOTAL	TOTAL	Favorable	2016 to 2017	
		Budget	Budget	Budget	Budget	Budget	2020 Quad Budget	2016 Quad Actual	(Unfavorable) Over 2016 Quad	(Unfavorable) Change \$	(Unfavorable) Change %
163	3887 Athletes Executive Committee	16,800	12,000	12,000	12,000	12,000	48,000	40,645	(7,355)	4,800	28.57%
164	3888 National Team Athlete Committee	0	11,000	11,000	11,000	11,000	44,000	0	(44,000)	(11,000)	0.00%
	<i>Program Group Total</i>	<i>49,600</i>	<i>51,100</i>	<i>51,100</i>	<i>51,100</i>	<i>51,100</i>	<i>204,400</i>	<i>102,624</i>	<i>(101,776)</i>	<i>(1,500)</i>	<i>-3.02%</i>
	Administration & Operational Support										
165	3990 Administration & Operational Support	199,500	216,600	217,600	217,600	208,600	860,400	908,084	47,684	(17,100)	-8.57%
166	3991 NT Division Travel	89,600	82,900	82,900	82,900	85,900	334,600	316,037	(18,563)	6,700	7.48%
167	3999 Salary and Benefits	1,807,000	2,049,500	2,110,800	2,173,400	2,237,800	8,571,500	6,620,435	(1,951,065)	(242,500)	-13.42%
	<i>Program Group Total</i>	<i>2,096,100</i>	<i>2,349,000</i>	<i>2,411,300</i>	<i>2,473,900</i>	<i>2,532,300</i>	<i>9,766,500</i>	<i>7,844,557</i>	<i>(1,921,943)</i>	<i>(252,900)</i>	<i>-12.07%</i>
	TOTAL NATIONAL TEAM	9,743,900	8,928,300	9,447,300	10,068,700	10,751,000	39,195,300	32,832,233	(6,363,067)	815,600	8.37%

BUSINESS DEVELOPMENT & PROMOTION DIVISION

Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$	Change %
Corporate Partnerships											
168	5901 Marketing & Contract Fulfillment	345,400	158,000	220,000	220,000	325,000	923,000	923,884	884	187,400	54.26%
169	5905 Sales Development Support	58,000	60,000	50,000	50,000	60,000	220,000	186,477	(33,523)	(2,000)	-3.45%
	<i>Program Group Total</i>	<i>403,400</i>	<i>218,000</i>	<i>270,000</i>	<i>270,000</i>	<i>385,000</i>	<i>1,143,000</i>	<i>1,110,361</i>	<i>(32,639)</i>	<i>185,400</i>	<i>45.96%</i>
Marketing											
170	5109 APA Appearance	50,000	50,000	50,500	50,000	52,600	203,100	192,453	(10,647)	0	0.00%
171	5620 Family Program	38,500	30,000	30,000	35,000	35,000	130,000	144,716	14,716	8,500	22.08%
172	5722 Social Media Aggregation	0	0	0	0	0	0	30,000	30,000	0	0.00%
173	5710 Membership Recruiting/ Promotion (SwimToday)	490,800	500,000	500,000	500,000	550,000	2,050,000	1,786,300	(263,700)	(9,200)	-1.87%
174	5713 Deck Pass	200,000	200,000	135,000	125,000	155,000	615,000	746,917	131,917	0	0.00%
175	5715 SwimBiz	45,300	100,300	107,000	167,200	167,200	541,700	79,184	(462,516)	(55,000)	-121.41%
176	5716 Swimjitsu	247,700	568,000	1,160,000	1,085,000	1,085,000	3,898,000	517,355	(3,380,645)	(320,300)	-129.31%
177	5740 America's Swim Team/ Membership Card	231,000	25,000	15,000	10,000	10,000	60,000	739,826	679,826	206,000	89.18%
178	5720 Video Production Services	25,000	25,000	25,000	25,000	25,000	100,000	71,884	(28,116)	0	0.00%
179	5913 Multicultural Promotions	133,600	130,100	118,800	119,400	133,900	502,200	397,163	(105,037)	3,500	2.62%
180	5902 Merchandise Program	55,400	25,000	23,400	23,400	80,000	151,800	116,033	(35,767)	30,400	54.87%
181	5904 Marketing Contract Labor	50,000	25,000	25,000	25,000	25,000	100,000	175,827	75,827	25,000	50.00%
182	5911 Aqua Zone-Olympic Trials	550,400	0	0	15,000	600,000	615,000	587,489	(27,511)	550,400	100.00%
	<i>Program Group Total</i>	<i>2,117,700</i>	<i>1,678,400</i>	<i>2,189,700</i>	<i>2,180,000</i>	<i>2,918,700</i>	<i>8,966,800</i>	<i>5,585,148</i>	<i>(3,381,652)</i>	<i>439,300</i>	<i>20.74%</i>
Communications											
183	5711 Splash Magazine	1,060,300	1,149,400	1,149,400	1,149,400	1,149,400	4,597,600	4,072,274	(525,326)	(89,100)	-8.40%
184	5714 Public Relations	75,000	75,000	75,000	75,000	75,000	300,000	274,520	(25,480)	0	0.00%
185	5718 usaswimming.org - Web site	400,000	527,700	527,700	527,700	527,700	2,110,800	707,789	(1,403,011)	(127,700)	-31.93%
186	5724 Communication Operations	228,800	230,000	233,400	236,700	259,900	960,000	683,086	(276,914)	(1,200)	-0.52%
187	5730 USA Swimming Productions	1,200,000	828,200	897,500	1,026,500	1,224,400	3,976,600	1,200,000	(2,776,600)	371,800	30.98%
	<i>Program Group Total</i>	<i>2,964,100</i>	<i>2,810,300</i>	<i>2,883,000</i>	<i>3,015,300</i>	<i>3,236,400</i>	<i>11,945,000</i>	<i>6,937,670</i>	<i>(5,007,330)</i>	<i>153,800</i>	<i>5.19%</i>
Administration & Operational Support											
188	5990 Administration & Operational Support	193,800	209,300	210,400	210,300	201,300	831,300	813,799	(17,501)	(15,500)	-8.00%
189	5999 Salary and Benefits	1,594,500	1,908,700	1,965,700	2,024,400	2,084,800	7,983,600	6,078,190	(1,905,410)	(314,200)	-19.71%
	<i>Program Group Total</i>	<i>1,788,300</i>	<i>2,118,000</i>	<i>2,176,100</i>	<i>2,234,700</i>	<i>2,286,100</i>	<i>8,814,900</i>	<i>6,891,989</i>	<i>(1,922,911)</i>	<i>(329,700)</i>	<i>-18.44%</i>
TOTAL BUSINESS DEVELOPMENT & PROMOTION		7,273,500	6,824,700	7,518,800	7,700,000	8,826,200	30,869,700	20,525,168	(10,344,532)	448,800	6.17%

EXECUTIVE DIVISION

EXECUTIVE DIVISION								Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$ Change %	
Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual		
Other Executive Division										
191	7971 Organizational Relations - Domestic	125,000	125,000	125,000	125,000	125,000	500,000	446,074	(53,926)	0 0.00%
192	7945 CSCAA Grant	125,000	125,000	125,000	125,000	125,000	500,000	225,593	(274,407)	0 0.00%
193	7984 Organizational Relations - Internat'l	75,000	75,000	75,000	75,000	75,000	300,000	251,729	(48,271)	0 0.00%
194	7981 International Relations	100,000	100,000	100,000	100,000	100,000	400,000	290,156	(109,844)	0 0.00%
195	7931 Olympic Games Executive Contingency	200,000	0	0	0	200,000	200,000	200,000	0	200,000 100.00%
196	7920 Executive Director Contingency	75,000	75,000	75,000	75,000	75,000	300,000	221,468	(78,532)	0 0.00%
197	7930 President's Travel & Expenses	40,000	40,000	40,000	40,000	40,000	160,000	114,516	(45,484)	0 0.00%
198	7480 Human Resources	41,800	41,300	42,600	43,900	45,100	172,900	154,675	(18,225)	500 1.20%
199	7937 Splash Makers II	150,000	0	0	0	150,000	150,000	150,000	0	150,000 100.00%
Program Group Total		931,800	581,300	582,600	583,900	935,100	2,682,900	2,054,210	(628,690)	350,500 37.62%
Safe Sport										
200	7385 Safe Sport Programs	266,200	275,000	276,000	278,700	280,000	1,109,700	1,011,000	(98,700)	(8,800) -3.31%
201	7335 Safe Sport - Background Checks	41,200	41,200	41,200	41,200	41,200	164,800	329,723	164,923	0 0.00%
202	7387 Safe Sport - USOC Center for Safe Sport	55,000	55,000	55,000	55,000	55,000	220,000	55,000	(165,000)	0 0.00%
203	7388 Safe Sport - Leadership Conference	0	66,000	0	66,000	0	132,000	99,840	(32,160)	(66,000) 0.00%
204	7389 Safe Sport - SwimAssist	158,000	158,000	158,000	158,000	158,000	632,000	161,739	(470,261)	0 0.00%
Program Group Total		520,400	595,200	530,200	598,900	534,200	2,258,500	1,657,303	(601,197)	(74,800) -14.37%
Legal & National Board of Review										
205	7495 Legal	225,000	250,000	250,000	250,000	250,000	1,000,000	1,582,200	582,200	(25,000) -11.11%
206	7492 National Board of Review	235,000	235,000	235,000	235,000	235,000	940,000	1,483,917	543,917	0 0.00%
207	7490 Legal - Admin. & Oper. Support	24,500	25,000	25,000	25,000	25,000	100,000	36,575	(63,425)	(500) -2.04%
Program Group Total		484,500	510,000	510,000	510,000	510,000	2,040,000	3,102,692	1,062,692	(25,500) -5.26%
Committees										
208	7803 Board of Directors	102,000	131,000	131,000	131,000	131,000	524,000	472,191	(51,809)	(29,000) -28.43%
209	7805 Executive Committee	10,000	15,000	15,000	15,000	15,000	60,000	60,721	721	(5,000) -50.00%
210	7806 Committee Chairs Meeting	0	35,000	0	35,000	0	70,000	62,782	(7,218)	(35,000) 0.00%
211	7807 Zone Administration	0	0	0	0	0	0	10,382	10,382	0 0.00%
212	7808 Task Forces	25,000	145,000	40,000	25,000	25,000	235,000	48,348	(186,652)	(120,000) -480.00%
213	7810 Safe Sport Committee	29,600	28,200	28,200	28,200	28,200	112,800	82,995	(29,805)	1,400 4.73%
214	7811 International Relations Committee	35,000	35,000	35,000	35,000	35,000	140,000	107,893	(32,107)	0 0.00%
Program Group Total		201,600	389,200	249,200	269,200	234,200	1,141,800	845,313	(296,487)	(187,600) -93.06%
Administration & Operational Support										
215	7990 Administration & Operational Support	119,500	128,000	128,700	128,900	123,300	508,900	377,024	(131,876)	(8,500) -7.11%
216	7999 Salary and Benefits	1,822,600	1,966,500	2,026,300	2,087,900	2,151,600	8,232,300	5,886,226	(2,346,074)	(143,900) -7.90%
Program Group Total		1,942,100	2,094,500	2,155,000	2,216,800	2,274,900	8,741,200	6,263,249	(2,477,951)	(152,400) -7.85%
TOTAL EXECUTIVE		4,080,400	4,170,200	4,027,000	4,178,800	4,488,400	16,864,400	13,922,768	(2,941,632)	(89,800) -2.20%

FINANCIAL AFFAIRS DIVISION

Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$	Change %
	Other Programs										
217	8500 LSC/Club Financial Presentation Resources	30,600	35,800	35,800	35,800	6,000	113,400	81,565	(31,835)	(5,200)	-16.99%
	<i>Program Group Total</i>	30,600	35,800	35,800	35,800	6,000	113,400	81,565	-31,835	-5,200	-16.99%
	Committees										
218	8880 Audit Committee	500	500	500	500	500	2,000	974	(1,026)	0	0.00%
219	8895 Investment Committee	500	500	500	500	500	2,000	985	(1,015)	0	0.00%
	<i>Program Group Total</i>	1,000	1,000	1,000	1,000	1,000	4,000	1,959	(2,041)	0	0.00%
	Administration & Operational Support										
220	8990 Administration & Operational Support	175,500	205,400	206,100	206,000	200,000	817,500	691,969	(125,531)	(29,900)	-17.04%
221	8999 Salary and Benefits	1,248,800	1,166,800	1,201,600	1,237,500	1,274,400	4,880,300	4,513,993	(366,307)	82,000	6.57%
	<i>Program Group Total</i>	1,424,300	1,372,200	1,407,700	1,443,500	1,474,400	5,697,800	5,205,962	(491,838)	52,100	3.66%
	TOTAL FINANCIAL AFFAIRS	1,455,900	1,409,000	1,444,500	1,480,300	1,481,400	5,815,200	5,289,486	(525,714)	46,900	3.22%

RISK MANAGEMENT									Favorable (Unfavorable) Over 2016 Quad	2016 to 2017 Favorable (Unfavorable) Change \$ Change %	
Line #		2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual			
	Member Programs										
222	9413 Member Insurance Programs	3,078,800	3,387,500	3,427,600	3,480,700	3,661,300	13,957,100	14,815,958	858,858	(308,700)	-10.03%
223	9415 Other Risk Management	10,000	31,200	31,200	31,300	31,300	125,000	61,830	(63,170)	(21,200)	-212.00%
	<i>Program Group Total</i>	3,088,800	3,418,700	3,458,800	3,512,000	3,692,600	14,082,100	14,877,788	795,688	(329,900)	-10.68%
	Committees										
224	9827 Operational Risk Committee	15,300	46,600	21,700	46,600	21,700	136,600	77,042	(59,558)	(31,300)	-204.58%
	<i>Program Group Total</i>	15,300	46,600	21,700	46,600	21,700	136,600	77,042	(59,558)	(31,300)	-204.58%
	Administration & Operational Support										
225	9990 Administration & Operational Support	36,000	30,900	31,400	33,500	34,300	130,100	149,121	19,021	5,100	14.17%
	<i>Program Group Total</i>	36,000	30,900	31,400	33,500	34,300	130,100	149,121	19,021	5,100	14.17%
	TOTAL RISK MANAGEMENT	3,140,100	3,496,200	3,511,900	3,592,100	3,748,600	14,348,800	15,103,951	755,151	(356,100)	-11.34%
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	TOTAL ALL DIVISIONS	37,356,600	37,532,700	38,509,600	41,190,000	42,115,300	159,347,600	133,130,642	(26,216,958)	(176,100)	-0.47%
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USA Swimming

Capital Budget - 2017/2020

	Cost
2017	
Computer Hardware and Equipment	147,500
Office Furniture	10,000
Leasehold Improvements	10,000
SWIMS 2.0	60,000
	227,500
2018	
Computer Hardware and Equipment	172,200
Office Furniture	10,000
Leasehold Improvements	10,000
	192,200
2019	
Computer Hardware and Equipment	271,500
Office Furniture	10,000
Leasehold Improvements	10,000
	291,500
2020	
Computer Hardware and Equipment	202,700
Office Furniture	10,000
Leasehold Improvements	10,000
	222,700