

USA Swimming
2016 Quad Business Plan Summary

	Actual 2013	Actual 2014	Approved Budget 2015	Proposed Budget 2016	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Change %
REVENUE:								
Memberships	\$19,162,304	\$19,545,186	\$20,489,100	\$21,192,400	\$80,388,990	\$63,313,962	\$17,075,028	26.97%
Partnerships and Sponsorships	9,251,547	9,208,306	9,860,000	11,519,700	39,839,553	33,983,208	5,856,345	17.23%
Events and Registration	1,247,335	1,474,116	2,167,900	6,140,500	11,029,851	8,672,283	2,357,568	27.19%
Publications and Fulfillment	289,967	187,438	209,000	169,000	855,405	1,049,292	(193,887)	-18.48%
Foundation and Swim-A-Thon	674,500	706,500	712,500	722,500	2,816,000	1,790,946	1,025,054	57.24%
Investment Income	331,786	333,727	376,000	500,000	1,541,513	1,588,684	(47,171)	-2.97%
Imputed Prepaid Rent Interest Income	206,801	200,108	192,500	184,000	783,409	878,499	(95,090)	-10.82%
Other Income	816,106	173,736	376,000	286,000	1,651,842	953,853	697,989	73.18%
Total Revenue	31,980,346	31,829,117	34,383,000	40,714,100	138,906,563	112,230,727	26,675,836	23.77%
EXPENSES:								
Club Development Division	3,720,744	3,836,146	4,460,300	4,594,000	16,611,190	13,584,721	(3,026,469)	-22.28%
Business Operations/ Events Division	6,759,260	7,735,851	8,756,700	7,671,500	30,923,311	24,603,728	(6,319,583)	-25.69%
National Team Division	7,482,868	7,366,614	8,923,300	9,743,900	33,516,682	27,123,048	(6,393,634)	-23.57%
Business Development & Promotion Division	3,836,641	4,646,513	4,790,700	6,143,500	19,417,354	16,796,988	(2,620,366)	-15.60%
Foundation & Make a Splash Support	488,265	502,500	440,000	440,000	1,870,765	2,359,743	488,978	20.72%
Executive Division	3,005,646	3,411,977	3,520,000	5,238,600	15,176,223	9,550,287	(5,625,936)	-58.91%
Financial Affairs Division	1,011,618	1,098,804	1,098,300	1,320,900	4,529,622	3,501,881	(1,027,741)	-29.35%
Risk Management Division	5,168,440	3,601,229	3,713,300	3,371,900	15,854,869	10,569,022	(5,285,847)	-50.01%
Total Expenses	31,473,482	32,199,634	35,702,600	38,524,300	137,900,016	108,089,418	(29,810,598)	-27.58%
OPERATING INCOME (LOSS)	506,865	(370,517)	(1,319,600)	2,189,800	1,006,547	4,141,309	(3,134,762)	
Reserves Spending:								
2012 Quad	0	0	0	0	0	(1,396,478)	1,396,478	
Foundation Endowment Donation	0	0	0	(1,000,000)	(1,000,000)	(2,000,000)	1,000,000	
Total Reserve Spending	0	0	0	(1,000,000)	(1,000,000)	(3,396,478)	2,396,478	
Surplus (Deficit) Before Investment Gains (Losses)	506,865	(370,517)	(1,319,600)	1,189,800	6,547	744,832	(738,285)	
Investment Gains (Losses)	1,051,047	203,187	417,500	323,600	1,995,334	3,882,176	(1,886,842)	
NET SURPLUS (DEFICIT)	\$1,557,912	(\$167,330)	(\$902,100)	\$1,513,400	\$2,001,881	\$4,627,008	(\$2,625,127)	

**USA Swimming
2016 Proposed Budget**

	Proposed Budget 2016	Budget 2015	Favorable (Unfavorable)	%
REVENUE:				
Membership	\$21,192,400	\$20,489,100	\$703,300	3.43%
Partnerships and Sponsorships	11,519,700	9,860,000	1,659,700	16.83%
Events and Registration	6,140,500	2,167,900	3,972,600	183.25%
Publications and Fulfillment	169,000	209,000	(40,000)	-19.14%
Foundation and Swim-A-Thon	722,500	712,500	10,000	1.40%
Investment Interest & Dividends	500,000	376,000	124,000	32.98%
Imputed Prepaid Rent Interest Income	184,000	192,500	(8,500)	-4.42%
Other Income	286,000	376,000	(90,000)	-23.94%
Total Revenue	40,714,100	34,383,000	6,331,100	18.41%
EXPENSES:				
Club Development Division	4,594,000	4,460,300	(133,700)	-3.00%
Business Operations/ Events Division	7,671,500	8,756,700	1,085,200	12.39%
National Team Division	9,743,900	8,923,300	(820,600)	-9.20%
Business Development & Promotion Division	6,143,500	4,790,700	(1,352,800)	-28.24%
Foundation & Make a Splash Support	440,000	440,000	0	0.00%
Executive Division	5,238,600	3,520,000	(1,718,600)	-48.82%
Financial Affairs Division	1,320,900	1,098,300	(222,600)	-20.27%
Risk Management Division	3,371,900	3,713,300	341,400	9.19%
Total Expenses	38,524,300	35,702,600	(2,821,700)	-7.90%
OPERATING INCOME (LOSS)	2,189,800	(1,319,600)	3,509,400	
Reserves Spending:				
Foundation Endowment Donation	(1,000,000)	0	(1,000,000)	
Total Reserve Spending	(1,000,000)	0	(1,000,000)	
Surplus (Deficit) Before Investment Gains (Losses)	1,189,800	(1,319,600)	2,509,400	
Investment Gains (Losses)	323,600	417,500	(93,900)	
NET SURPLUS (DEFICIT)	\$1,513,400	(\$902,100)	\$2,415,500	

**USA Swimming
Revenue Budget 2013-2016**

Line #	Actual 2013	Actual 2014	Budget 2015	Budget 2016	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Budget	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
MEMBERSHIP:									
1	\$16,373,252	\$16,633,700	\$17,467,632	\$18,110,844	\$68,585,428	\$53,306,943	\$15,278,485	\$643,212	3.68%
2	857,124	830,460	821,130	753,300	3,262,014	3,386,015	(124,001)	(67,830)	-8.26%
3	32,100	36,145	36,495	41,940	146,680	95,970	50,710	5,445	14.92%
4	204,050	207,900	207,900	208,250	828,100	778,400	49,700	350	0.17%
5	5,040	5,040	4,960	5,600	20,640	18,720	1,920	640	12.90%
6	1,539,923	1,699,400	1,803,048	1,932,822	6,975,193	5,082,906	1,892,287	129,774	7.20%
7	129,675	106,300	112,736	103,140	451,851	574,083	(122,232)	(9,596)	-8.51%
8	16,000	21,000	30,000	31,000	98,000	53,000	45,000	1,000	3.33%
9	1,000	1,000	1,000	1,000	4,000	4,000	0	0	0.00%
10	700	600	600	500	2,400	2,586	(186)	(100)	-16.67%
11	0	400	400	350	1,150	1,100	50	(50)	-12.50%
12	3,370	3,160	3,140	3,560	13,230	10,040	3,190	420	13.38%
13	70	81	59	94	304	199	105	35	59.32%
TOTAL MEMBERSHIP	19,162,304	19,545,186	20,489,100	21,192,400	80,388,990	63,313,962	17,075,028	703,300	3.43%
PARTNERSHIPS AND SPONSORSHIPS:									
14	9,038,134	8,879,631	9,605,000	10,929,700	38,452,465	33,218,022	5,234,443	1,324,700	13.79%
15	90,805	129,301	100,000	275,000	595,106	97,715	497,391	175,000	175.00%
16	26,661	34,605	70,000	40,000	171,266	276,534	(105,268)	(30,000)	-42.86%
17	70,785	109,282	25,000	90,000	295,067	213,160	81,907	65,000	260.00%
18	25,162	55,487	60,000	185,000	325,649	177,777	147,872	125,000	208.33%
TOTAL PARTNERSHIPS AND SPONSORSHIPS	9,251,547	9,208,306	9,860,000	11,519,700	39,839,553	33,983,208	5,856,345	1,659,700	16.83%
EVENTS AND REGISTRATIONS:									
19	125,000	0	965,000	0	1,090,000	1,655,195	(565,195)	(965,000)	-100.00%
20	0	0	0	0	0	1,258,587	(1,258,587)	0	0.00%
21	617,759	774,850	738,000	908,000	3,038,609	889,000	2,149,609	170,000	23.04%
22	0	0	0	4,760,000	4,760,000	4,060,000	700,000	4,760,000	0.00%
23	0	20,148	0	0	20,148	0	20,148	0	0.00%
24	142,205	46,155	39,900	55,000	283,260	118,360	164,900	15,100	37.84%
25	0	141,800	104,000	112,000	357,800	0	357,800	8,000	7.69%
26	323,366	443,972	295,000	295,000	1,357,338	445,365	911,973	0	0.00%
27	0	0	0	0	0	5,250	(5,250)	0	0.00%
29	0	225	0	0	225	63,886	(63,661)	0	0.00%
30	0	0	0	0	0	3,825	(3,825)	0	0.00%
31	7,755	5,650	8,500	8,000	29,905	53,555	(23,650)	(500)	-5.88%
32	6,750	100	15,000	0	21,850	0	21,850	(15,000)	-100.00%
33	12,000	31,876	2,500	2,500	48,876	(18,520)	67,396	0	0.00%
34	12,500	9,340	0	0	21,840	2,500	19,340	0	0.00%
TOTAL EVENTS AND REGISTRATIONS	1,247,335	1,474,116	2,167,900	6,140,500	11,029,851	8,672,283	2,357,568	3,972,600	183.25%
PUBLICATIONS AND FULFILLMENT:									
35	1,863	3,596	0	0	5,459	307,026	(301,567)	0	0.00%
36	146,609	121,969	160,000	120,000	548,578	320,710	227,868	(40,000)	-25.00%
37	58	47	0	0	105	45,680	(45,575)	0	0.00%
38	3,285	3,449	4,000	4,000	14,734	17,007	(2,273)	0	0.00%
39	88,660	46,660	40,000	40,000	215,320	187,574	27,746	0	0.00%
40	49,492	11,717	5,000	5,000	71,209	153,939	(82,730)	0	0.00%

**USA Swimming
Revenue Budget 2013-2016**

Line #		Actual 2013	Actual 2014	Budget 2015	Budget 2016	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Budget	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
41	Video Production Sales	0	0	0	0	0	12,800	(12,800)	0	0.00%
42	Other	0	0	0	0	0	4,556	(4,556)	0	0.00%
	TOTAL PUBLICATIONS AND FULFILLMENT	289,967	187,438	209,000	169,000	855,405	1,049,292	(193,887)	(40,000)	-19.14%
	FOUNDATION AND SWIM-A-THON:									
43	USA Swimming Foundation	494,500	526,500	532,500	542,500	2,096,000	886,459	1,209,541	10,000	1.88%
44	Swim-A-Thon	120,000	120,000	120,000	120,000	480,000	649,487	(169,487)	0	0.00%
45	Foundation Rent and Services	60,000	60,000	60,000	60,000	240,000	255,000	(15,000)	0	0.00%
46	Unrestricted Donations	0	0	0	0	0	125	(125)	0	0.00%
	TOTAL FOUNDATION AND SWIM-A-THON	674,500	706,500	712,500	722,500	2,816,000	1,791,071	1,024,929	10,000	1.40%
	INVESTMENT INCOME:									
47	Dividend, Interest, and Gains	314,409	306,614	336,000	460,000	1,417,023	1,529,605	(112,582)	124,000	36.90%
48	Interest Income - Money Market	17,377	27,113	40,000	40,000	124,490	59,079	65,411	0	0.00%
	TOTAL INVESTMENT INCOME	331,786	333,727	376,000	500,000	1,541,513	1,588,684	(47,171)	124,000	32.98%
49	IMPUTED PREPAID RENT INTEREST INCOME:	206,801	200,108	192,500	184,000	783,409	878,499	(95,090)	(8,500)	-4.42%
	OTHER INCOME:									
50	Unclaimed Prize Money	260,205	9,842	0	0	270,047	92,752	177,295	0	0.00%
51	Dividend - USSIC	500,000	0	158,000	158,000	816,000	0	816,000	0	0.00%
52	Trials JV Income (Loss)	10,135	0	0	0	10,135	0	10,135	0	0.00%
53	Water Safety Consulting Fees	0	0	0	0	0	18,560	(18,560)	0	0.00%
54	NCAA Time System	133,600	93,000	93,000	93,000	412,600	283,396	129,204	0	0.00%
55	FINA Time System	15,000	15,000	15,000	15,000	60,000	81,840	(21,840)	0	0.00%
56	Background Checks	108,718	36,090	90,000	0	234,808	269,324	(34,516)	(90,000)	-100.00%
57	Combined Federal Campaign	18,062	17,018	20,000	20,000	75,080	84,393	(9,313)	0	0.00%
58	Other Revenue	30,591	12,628	0	0	43,219	123,588	(80,369)	0	0.00%
	TOTAL OTHER INCOME	1,076,311	183,578	376,000	286,000	1,921,889	953,853	968,036	(90,000)	-23.94%
	TOTAL OPERATING REVENUE	32,240,551	31,838,959	34,383,000	40,714,100	139,176,610	112,230,852	26,945,758	6,331,100	18.41%
	INVESTMENT GAINS (LOSSES):									
59	Gains (Losses) For Reserves	1,086,163	241,791	457,500	365,200	2,150,654	4,031,790	(1,881,136)	(92,300)	-20.17%
60	Money Manager Fees	(35,116)	(38,604)	(40,000)	(41,600)	(155,320)	(149,614)	(5,706)	(1,600)	4.00%
	TOTAL INVESTMENT GAINS (LOSSES)	1,051,047	203,187	417,500	323,600	1,995,334	3,882,176	(1,886,842)	(93,900)	-22.49%
	TOTAL REVENUE	\$33,291,598	\$32,042,146	\$34,800,500	\$41,037,700	\$141,171,944	\$116,113,028	\$25,058,916	\$6,237,200	17.92%

CLUB DEVELOPMENT DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
Athlete Development Programs										
1	1117 LSC Camps	12,789	10,589	20,700	16,900	60,978	65,756	4,778	3,800	18.36%
2	1118 Zone Select Camps	99,178	95,461	93,700	103,500	391,839	356,726	(35,113)	(9,800)	-10.46%
3	1119 National Select Camps	58,493	36,567	45,800	0	140,860	139,742	(1,118)	45,800	100.00%
4	1120 Camp Apparel (VIK)	31,305	25,893	25,000	25,000	107,198	57,443	(49,755)	0	0.00%
5	1135 Tech Services Support	3,710	1,833	3,000	3,000	11,543	15,732	4,189	0	0.00%
6	1163 Open Water Select Camp	47,829	51,595	50,400	52,300	202,124	167,243	(34,881)	(1,900)	-3.77%
<i>Program Group Total</i>		<i>253,304</i>	<i>221,938</i>	<i>238,600</i>	<i>200,700</i>	<i>914,542</i>	<i>802,642</i>	<i>(111,900)</i>	<i>37,900</i>	<i>15.88%</i>
Coach Education and Development										
7	1213 Coach Education Development	60,324	76,662	72,600	45,800	255,386	8,255	(247,131)	26,800	36.91%
8	1231 USA-S Hosted Coaches Clinics	108,341	188,967	154,900	176,400	628,608	381,051	(247,557)	(21,500)	-13.88%
9	1237 Non-USAS Clinic Participation	33,836	32,496	40,200	37,500	144,032	146,634	2,602	2,700	6.72%
10	1240 Internet Coaches' Clinics	19,806	17,925	19,100	19,000	75,831	72,719	(3,112)	100	0.52%
11	1242 Coach Mentoring	6,141	24,679	77,000	116,000	223,820	4,659	(219,161)	(39,000)	-50.65%
12	1245 Master Coach Program	140,232	157,697	151,900	158,600	608,429	514,730	(93,699)	(6,700)	-4.41%
13	1260 Science & Technology Grants	0	0	0	0	0	1,870	1,870	0	0.00%
14	1297 Coaches Quarterly	0	0	0	0	0	3,995	3,995	0	0.00%
15	1290 Travel & Program Support	86,676	77,350	102,900	103,300	370,226	303,386	(66,840)	(400)	-0.39%
<i>Program Group Total</i>		<i>455,356</i>	<i>575,776</i>	<i>618,600</i>	<i>656,600</i>	<i>2,306,332</i>	<i>1,437,299</i>	<i>(869,033)</i>	<i>(38,000)</i>	<i>-6.14%</i>
Club Education and Development										
16	1302 Club Excellence Program	394,172	374,579	472,300	472,500	1,713,551	1,425,934	(287,617)	(200)	-0.04%
17	1305 Club Recognition Program	16,752	4,745	4,000	4,000	29,497	21,165	(8,332)	0	0.00%
18	1311 Club Governance Programs	18,519	27,769	53,600	38,500	138,388	50,354	(88,034)	15,100	28.17%
19	1314 Club Resources	13,423	18,597	48,300	19,600	99,920	58,639	(41,281)	28,700	59.42%
20	1320 Video Resources	0	0	0	0	0	88,957	88,957	0	0.00%
21	1325 Club/High School Relations	0	0	0	0	0	1,053	1,053	0	0.00%
22	1332 Club Research Technology	91,839	7,952	160,000	146,800	406,591	1,924	(404,667)	13,200	8.25%
23	1350 Parent Education	0	0	0	0	0	472	472	0	0.00%
24	1395 Swim A Thon	0	0	0	0	0	147,729	147,729	0	0.00%
25	1390 Travel & Program Support	143,293	161,197	148,200	147,300	599,990	506,503	(93,487)	900	0.61%
<i>Program Group Total</i>		<i>677,998</i>	<i>594,839</i>	<i>886,400</i>	<i>828,700</i>	<i>2,987,937</i>	<i>2,302,730</i>	<i>(685,207)</i>	<i>57,700</i>	<i>6.51%</i>
LSC Development & Education										
26	1460 Club Science & Tech Grants	0	0	0	0	0	3,816	3,816	0	0.00%
27	1465 LSC & Zone Governance Study	0	0	0	74,000	74,000	0	(74,000)	(74,000)	0.00%
28	1470 LSC Consulting	40,645	55,793	62,900	73,600	232,938	101,327	(131,611)	(10,700)	-17.01%
29	1475 LEAP Program	23,054	22,478	61,500	55,400	162,432	29,670	(132,762)	6,100	9.92%
30	1481 Leadership Workshops	14,500	5,812	14,300	21,100	55,712	35,995	(19,717)	(6,800)	-47.55%
<i>Program Group Total</i>		<i>78,199</i>	<i>84,083</i>	<i>138,700</i>	<i>224,100</i>	<i>525,082</i>	<i>170,808</i>	<i>(354,274)</i>	<i>(85,400)</i>	<i>-61.57%</i>
Facilities Advocacy & Development										
31	1505 Build a Pool Conference	70,176	73,582	72,500	75,500	291,758	266,949	(24,809)	(3,000)	-4.14%
32	1507 Aquatic Industry Relations	17,712	21,455	22,300	19,600	81,067	79,424	(1,643)	2,700	12.11%
33	1590 Travel & Program Support	12,748	4,532	10,200	11,000	38,480	112,485	74,005	(800)	-7.84%

CLUB DEVELOPMENT DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
	<i>Program Group Total</i>	100,637	99,569	105,000	106,100	411,306	458,858	47,552	(1,100)	-1.05%
	Membership Growth & Diversity									
34	1638 Diversity Management Support	57,194	73,790	68,600	68,600	268,184	246,387	(21,797)	0	0.00%
35	1640 Community Swim Team Development	3,171	6,930	38,000	47,900	96,001	31,586	(64,415)	(9,900)	-26.05%
36	1642 Diversity Research Study	10,000	0	12,000	0	22,000	59,535	37,535	12,000	100.00%
37	1645 Zone Diversity Camps & Meetings	5,000	10,000	17,600	23,700	56,300	29,077	(27,223)	(6,100)	-34.66%
38	1651 Diversity VIK	0	11,487	15,000	15,000	41,487	88,274	46,787	0	0.00%
39	1665 Diversity Select Camp	42,297	42,572	54,100	67,600	206,569	151,767	(54,802)	(13,500)	-24.95%
	<i>Program Group Total</i>	117,663	144,779	205,300	222,800	690,542	606,626	(83,916)	(17,500)	-8.52%
	Committees									
40	1823 Convention Education Committee	14,752	10,782	13,400	13,300	52,234	36,455	(15,779)	100	0.75%
41	1830 LSC Development Committee	13,200	14,103	14,000	14,800	56,103	29,438	(26,665)	(800)	-5.71%
42	1841 Disability Swimming Committee	5,213	1,015	8,200	500	14,928	26,348	11,420	7,700	93.90%
43	1842 Diversity Committee	14,616	8,759	10,100	10,900	44,375	19,894	(24,481)	(800)	-7.92%
44	1851 Age Group Development Committee	8,126	12,204	1,500	11,200	33,030	15,776	(17,254)	(9,700)	-646.67%
45	1856 Club Development Committee	8,955	243	8,200	8,300	25,698	14,104	(11,594)	(100)	-1.22%
46	1860 Governance Committee	236	705	300	500	1,741	2,069	328	(200)	-66.67%
47	1885 Senior Development Committee	1,168	5,523	5,700	0	12,391	9,731	(2,660)	5,700	100.00%
	<i>Program Group Total</i>	66,267	53,334	61,400	59,500	240,501	153,815	(86,686)	1,900	3.09%
	Administration & Operational Support									
48	1990 Administration & Operational Support	352,116	357,537	273,200	283,000	1,265,853	1,023,087	(242,766)	(9,800)	-3.59%
49	1999 Salary and Benefits	1,619,205	1,704,291	1,933,100	2,012,500	7,269,096	6,628,856	(640,240)	(79,400)	-4.11%
	<i>Program Group Total</i>	1,971,321	2,061,828	2,206,300	2,295,500	8,534,949	7,651,943	(883,006)	(89,200)	-4.04%
	TOTAL CLUB DEVELOPMENT	3,720,744	3,836,146	4,460,300	4,594,000	16,611,190	13,584,721	(3,026,469)	(133,700)	-3.00%

BUSINESS OPERATIONS/ EVENTS DIVISION

Line #		2013	2014	2015	2016	TOTAL	TOTAL	Favorable	Favorable	%
		Actual	Actual	Budget	Budget	2016 Quad Budget	2012 Quad Actual	(Unfavorable) Over 2012 Quad	(Unfavorable) Over 2015	
Events										
50	2005 Olympic Trials	28,867	7,690	10,500	36,300	83,357	49,668	(33,689)	(25,800)	-245.71%
51	2010 Duel in the Pool	310,550	12,740	1,447,500	0	1,770,790	1,991,222	220,432	1,447,500	100.00%
52	2015 2010 Pan Pac Championships	0	15,000	0	0	15,000	1,742,290	1,727,290	0	0.00%
53	2018 Short Course Nationals	149,449	133,593	98,500	121,400	502,942	456,235	(46,707)	(22,900)	-23.25%
54	2019 National Championships (Summer LC) & NT Trials	230,145	405,385	294,400	0	929,930	741,438	(188,492)	294,400	100.00%
55	2023 US Open	99,714	0	0	92,500	192,214	139,849	(52,365)	(92,500)	0.00%
56	2025 Arena Pro Swim Series	209,178	249,669	245,900	332,900	1,037,647	236,676	(800,971)	(87,000)	-35.38%
57	2027 Speedo Champions Series (Sectionals)	193,566	213,553	220,000	215,000	842,119	816,320	(25,799)	5,000	2.27%
58	2028 IMXtreme Games	22,141	16,000	26,800	24,000	88,941	72,001	(16,940)	2,800	10.45%
59	2029 Zone Championships	81,500	75,534	92,000	100,000	349,034	262,012	(87,022)	(8,000)	-8.70%
60	2035 Futures Championships	0	0	107,400	107,400	214,800	0	(214,800)	0	0.00%
61	2040 Jr. Pan Pacific Championships	0	30,000	0	32,000	62,000	57,374	(4,626)	(32,000)	0.00%
62	2045 Jr. Nat'l Championships (Summer LC)	67,331	130,061	104,000	98,000	399,392	282,642	(116,750)	6,000	5.77%
63	2050 Jr. Nat'l Championships (Winter SC) & Long Course Inv	39,091	52,791	122,500	124,500	338,882	177,781	(161,101)	(2,000)	-1.63%
64	2069 Open Water Championships	37,025	50,495	58,200	91,900	237,620	145,147	(92,473)	(33,700)	-57.90%
65	2092 Club Marketing & Event Management Symposium	504	0	17,000	17,000	34,504	29,827	(4,677)	0	0.00%
66	2709 National Event Production	0	0	0	0	0	524,466	524,466	0	0.00%
67	2076 Bag Tags VIK	15,000	15,000	10,000	10,000	50,000	30,000	(20,000)	0	0.00%
68	2077 National Events Uniforming (VIK)	0	28,790	67,500	67,500	163,790	0	(163,790)	0	0.00%
69	2716 Omega Timing Systems VIK	320,000	410,394	320,000	320,000	1,370,394	1,200,000	(170,394)	0	0.00%
<i>Program Group Total</i>		1,804,060	1,846,695	3,242,200	1,790,400	8,683,355	8,954,948	271,593	1,451,800	44.78%
Member Programs										
70	2411 Member Dues and Services	197,728	69,888	60,100	37,500	365,216	718,244	353,028	22,600	37.60%
71	2412 Technology Projects	33,130	36,228	68,500	47,500	185,358	159,904	(25,454)	21,000	30.66%
72	2418 SWIMS 2.0	9,049	26,700	88,700	103,800	228,249	0	(228,249)	(15,100)	-17.02%
73	2421 Membership Directory	7,191	7,242	8,100	8,400	30,933	26,711	(4,222)	(300)	-3.70%
74	2423 Rulebook	46,565	46,926	82,200	110,900	286,591	151,781	(134,810)	(28,700)	-34.91%
75	2431 Swimposium	64,362	62,570	111,700	135,600	374,232	257,053	(117,179)	(23,900)	-21.40%
76	2432 Zone Workshops	0	0	0	119,800	119,800	0	(119,800)	(119,800)	0.00%
77	2434 On-Line Registration	0	11,455	150,000	100,000	261,455	0	(261,455)	50,000	33.33%
78	2498 Awards	12,546	15,178	14,300	13,700	55,724	57,067	1,343	600	4.20%
<i>Program Group Total</i>		370,572	276,187	583,600	677,200	1,907,559	1,370,760	(536,799)	(93,600)	-16.04%
Member Programs - Officials										
79	2433 Officials Training Sessions	130,078	100,334	68,000	98,200	396,612	543,403	146,791	(30,200)	-44.41%
80	2437 Officials On-Line Testing	0	0	6,500	7,000	13,500	41,357	27,857	(500)	-7.69%
81	2438 Officials Certification Program	3,582	38,190	37,400	37,400	116,572	131,737	15,165	0	0.00%
82	2439 Officials Video	0	46,296	0	0	46,296	0	(46,296)	0	0.00%
83	2440 Officials Clinic	0	0	0	35,200	35,200	64,413	29,213	(35,200)	0.00%
84	2441 Officials International Travel	21,783	37,422	23,900	24,700	107,805	67,761	(40,044)	(800)	-3.35%
85	2442 Officials Uniforming (VIK)	27,782	0	0	0	27,782	137,446	109,664	0	0.00%
86	2450 Officials Mentoring & Training	4,622	386	4,700	5,000	14,708	24,994	10,286	(300)	-6.38%
87	2496 Officials Patches and Pins	0	0	0	0	0	76	76	0	0.00%
<i>Program Group Total</i>		187,846	222,628	140,500	207,500	758,474	1,011,187	252,713	(67,000)	-47.69%
Other Programs and Services										
88	2501 Publications and Video Sales	74,527	55,394	63,000	31,000	223,921	298,358	74,437	32,000	50.79%

BUSINESS OPERATIONS/ EVENTS DIVISION

Line #		2013	2014	2015	2016	TOTAL	TOTAL	Favorable	Favorable	%
		Actual	Actual	Budget	Budget	2016 Quad Budget	2012 Quad Actual	(Unfavorable) Over 2012 Quad	(Unfavorable) Over 2015	
89	2502 Mailing Service	1,945	446	1,400	500	4,291	8,063	3,772	900	64.29%
90	2505 Trials Hospitality	0	0	1,600	51,900	53,500	39,114	(14,386)	(50,300)	-3143.75%
91	2518 Altitude Camps	292,326	445,327	283,400	303,400	1,324,453	472,638	(851,815)	(20,000)	-7.06%
92	2519 Times Projects	144,961	115,779	109,400	65,200	435,340	173,861	(261,479)	44,200	40.40%
93	2550 Golden Goggle Awards	705,916	824,778	739,600	907,700	3,177,994	938,190	(2,239,804)	(168,100)	-22.73%
94	2715 TV/Web Cast Production	712,586	1,214,233	828,000	677,000	3,431,819	2,725,410	(706,409)	151,000	18.24%
<i>Program Group Total</i>		1,932,261	2,655,957	2,026,400	2,036,700	8,651,318	4,655,634	(3,995,684)	(10,300)	-0.51%
Committees and Governance										
95	2801 Convention	89,493	77,306	93,100	99,300	359,199	252,527	(106,672)	(6,200)	-6.66%
96	2802 Convention - Athletes	95,578	83,029	87,900	93,900	360,407	272,515	(87,892)	(6,000)	-6.83%
97	2825 Registration / Membership	13,410	14,295	16,100	17,100	60,905	40,804	(20,101)	(1,000)	-6.21%
98	2832 Awards	0	585	400	400	1,385	1,484	99	0	0.00%
99	2835 Credentials / Elections	1,089	2,238	1,200	1,200	5,727	4,814	(913)	0	0.00%
100	2836 Rules and Regulations	33,925	31,736	34,000	35,500	135,161	94,525	(40,636)	(1,500)	-4.41%
101	2850 Open Water Development	219	5	1,500	12,200	13,924	5,654	(8,270)	(10,700)	-713.33%
102	2857 Times & Recognition Committee	17,815	22,728	22,400	24,000	86,943	80,810	(6,133)	(1,600)	-7.14%
103	2862 Championship Evaluation Committee	1,295	538	2,000	4,500	8,333	6,670	(1,663)	(2,500)	-125.00%
104	2866 Officials	16,958	19,600	18,900	20,300	75,758	56,198	(19,560)	(1,400)	-7.41%
<i>Program Group Total</i>		269,781	252,060	277,500	308,400	1,107,741	816,001	(291,740)	(30,900)	-11.14%
Administration & Operational Support										
105	2990 Administration & Operational Support	216,119	275,440	229,600	225,900	947,059	823,869	(123,190)	3,700	1.61%
106	2995 Information Technology Support	301,091	295,436	369,100	384,500	1,350,127	1,161,412	(188,715)	(15,400)	-4.17%
107	2999 Salary and Benefits	1,677,529	1,911,448	1,887,800	2,040,900	7,517,677	5,809,917	(1,707,760)	(153,100)	-8.11%
<i>Program Group Total</i>		2,194,740	2,482,324	2,486,500	2,651,300	9,814,864	7,795,198	(2,019,666)	(164,800)	-6.63%
TOTAL BUSINESS OPERATIONS/ EVENTS		6,759,260	7,735,851	8,756,700	7,671,500	30,923,311	24,603,728	(6,319,583)	1,085,200	12.39%

NATIONAL TEAM DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
Competitions										
108	3001 Olympic Games	1,018	1,093	5,000	600,000	607,111	177,194	(429,917)	(595,000)	-11900.00%
109	3007 Pan Pacific Championships	0	421,545	0	0	421,545	120,391	(301,154)	0	0.00%
110	3013 Pan American Games	841	0	49,500	0	50,341	44,042	(6,299)	49,500	100.00%
111	3015 World University Games	256,660	912	360,000	0	617,572	450,675	(166,897)	360,000	100.00%
112	3016 Australian Super Series	0	342	121,000	0	121,342	0	(121,342)	121,000	100.00%
113	3031 Long Course World Championship	467,332	0	510,000	0	977,332	865,890	(111,442)	510,000	100.00%
114	3033 Short Course World Championships	0	200,324	0	182,700	383,024	615,523	232,499	(182,700)	0.00%
	<i>Program Group Total</i>	<i>725,850</i>	<i>624,216</i>	<i>1,045,500</i>	<i>782,700</i>	<i>3,178,266</i>	<i>2,273,715</i>	<i>(904,551)</i>	<i>262,800</i>	<i>25.14%</i>
Junior Team Programs										
115	3009 Junior Team International Competition	116,411	140,315	140,500	0	397,226	1,506,290	1,109,064	140,500	100.00%
116	3012 Jr. Pan Pacs	0	227,090	0	238,700	465,790	0	(465,790)	(238,700)	0.00%
117	3045 Junior Team Camps	51,002	75,814	61,600	75,300	263,716	34,619	(229,097)	(13,700)	-22.24%
118	3050 FINA World Junior Championships	233,600	0	306,200	0	539,800	240,538	(299,262)	306,200	100.00%
	<i>Program Group Total</i>	<i>401,013</i>	<i>443,219</i>	<i>508,300</i>	<i>314,000</i>	<i>1,666,532</i>	<i>1,781,447</i>	<i>114,915</i>	<i>194,300</i>	<i>38.23%</i>
Open Water Programs										
119	3040 FINA Open Water Junior Championships	0	50,204	0	46,200	96,404	23,983	(72,421)	(46,200)	0.00%
120	3061 Open Water World Championships	55,901	0	127,000	0	182,901	237,279	54,378	127,000	100.00%
121	3062 Open Water International Competition	18,364	0	30,400	63,800	112,564	0	(112,564)	(33,400)	-109.87%
122	3063 Open Water World University Games	0	0	25,300	0	25,300	0	(25,300)	25,300	100.00%
123	3065 Open Water World Cup	74,089	93,221	68,500	80,100	315,910	117,111	(198,799)	(11,600)	-16.93%
124	3075 Open Water International Camps	29,906	0	41,400	51,400	122,706	101,441	(21,265)	(10,000)	-24.15%
125	3482 Open Water Equipment	0	0	0	0	0	13,995	13,995	0	0.00%
126	3495 Open Water Program Support	37,713	61,215	62,300	58,800	220,028	36,408	(183,620)	3,500	5.62%
	<i>Program Group Total</i>	<i>215,974</i>	<i>204,640</i>	<i>354,900</i>	<i>300,300</i>	<i>1,075,814</i>	<i>530,217</i>	<i>(545,597)</i>	<i>54,600</i>	<i>15.38%</i>
Camps										
127	3005 Olympic Prep Camps	0	0	0	538,400	538,400	722,660	184,260	(538,400)	0.00%
128	3069 National Team Orientation Camps	46,042	0	56,300	18,700	121,042	20,415	(100,627)	37,600	66.79%
129	3071 Altitude Training Camps	15,892	40,514	17,400	60,500	134,306	79,286	(55,020)	(43,100)	-247.70%
130	3073 National Team Camps	1,000	0	44,200	65,400	110,600	187,931	77,331	(21,200)	-47.96%
131	3074 National Team Focus Camps	0	0	0	0	0	1,933	1,933	0	0.00%
132	3076 National Team International Camps	165,986	191,555	178,400	0	535,941	536,936	995	178,400	100.00%
133	3479 Advance Team Visits	21,889	28,218	8,400	23,300	81,807	55,885	(25,922)	(14,900)	-177.38%
	<i>Program Group Total</i>	<i>250,810</i>	<i>260,287</i>	<i>304,700</i>	<i>706,300</i>	<i>1,522,097</i>	<i>1,605,046</i>	<i>82,949</i>	<i>(401,600)</i>	<i>-131.80%</i>
Athlete Services										
134	3101 Athlete Support - Stipends & Grants	1,733,950	1,721,743	1,964,300	2,028,300	7,448,293	5,853,438	(1,594,855)	(64,000)	-3.26%
135	3103 Athlete Support - Medals & Records	487,500	301,750	525,000	1,200,000	2,514,250	3,018,748	504,498	(675,000)	-128.57%
136	3120 Athlete Support - Olympic Prep	10,911	28,394	25,000	35,000	99,305	217,206	117,901	(10,000)	-40.00%
137	3021 World Cup Athlete Support	18,903	45,550	110,000	49,000	223,453	0	(223,453)	61,000	55.45%
138	3025 Grand Prix Athlete Support	225,382	267,276	388,800	406,800	1,288,258	621,869	(666,389)	(18,000)	-4.63%
139	3130 Foundation Endowment Programs	0	24,000	30,000	30,000	84,000	0	(84,000)	0	0.00%

NATIONAL TEAM DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
140	3106 Phillips 66 Athlete Support	130,350	96,925	108,000	108,000	443,275	421,822	(21,453)	0	0.00%
141	3110 National Team Uniforming (VIK)	317,936	347,539	315,000	315,000	1,295,475	579,406	(716,069)	0	0.00%
142	3200 Athlete Life Skills	0	675	0	10,000	10,675	2,651	(8,024)	(10,000)	0.00%
143	3455 Tuition Program	0	0	0	0	0	136,610	136,610	0	0.00%
144	3155 Elite Athlete Accident Coverage	47,250	47,250	50,000	50,000	194,500	175,770	(18,730)	0	0.00%
	<i>Program Group Total</i>	<i>2,972,183</i>	<i>2,881,102</i>	<i>3,516,100</i>	<i>4,232,100</i>	<i>13,601,485</i>	<i>11,027,520</i>	<i>(2,573,965)</i>	<i>(716,000)</i>	<i>-20.36%</i>
	Coach Services									
145	3203 Coach Incentive & Reward Program	333,000	330,001	330,000	330,000	1,323,001	1,320,001	(3,000)	0	0.00%
146	3210 Olympic Team Prep Assistance	3,026	3,543	15,000	15,000	36,569	72,236	35,667	0	0.00%
147	3215 Olympic Ticket Order - Coaches	0	0	0	15,000	15,000	10,385	(4,615)	(15,000)	0.00%
148	3221 World Cup Coach Support	0	0	0	0	0	0	0	0	0.00%
149	3222 Special Consultants to Head Coach	27,990	29,457	36,800	37,100	131,347	439,735	308,388	(300)	-0.82%
150	3460 Olympic Staff Recognition	3,325	26,900	25,000	35,000	90,225	32,250	(57,975)	(10,000)	-40.00%
151	3010 Coach Education	23,713	10,094	68,000	49,000	150,807	19,578	(131,229)	19,000	27.94%
152	3077 National Team Coaches Meeting	79,397	87,763	93,000	11,000	271,160	175,239	(95,921)	82,000	88.17%
153	3078 Junior Team Coaches Meeting	22,909	0	15,900	0	38,809	0	(38,809)	15,900	100.00%
	<i>Program Group Total</i>	<i>493,360</i>	<i>487,758</i>	<i>583,700</i>	<i>492,100</i>	<i>2,056,918</i>	<i>2,069,424</i>	<i>12,506</i>	<i>91,600</i>	<i>15.69%</i>
	Performance Support									
154	3301 National Team Performance Support	146,431	143,407	178,100	176,100	644,038	609,454	(34,584)	2,000	1.12%
155	3303 Video Library	0	0	4,500	4,500	9,000	11,780	2,780	0	0.00%
156	3305 Starting Block Project	0	0	0	0	0	75,799	75,799	0	0.00%
157	3311 Sport Science Grants	0	23,000	60,000	0	83,000	0	(83,000)	60,000	100.00%
158	3341 Sport Science Athlete Assess	0	0	0	0	0	424	424	0	0.00%
159	3351 Athlete Testing & Lab Expenses	11,157	19,367	50,000	30,000	110,524	80,621	(29,903)	20,000	40.00%
	<i>Program Group Total</i>	<i>157,589</i>	<i>185,774</i>	<i>292,600</i>	<i>210,600</i>	<i>846,563</i>	<i>778,078</i>	<i>(68,485)</i>	<i>82,000</i>	<i>28.02%</i>
	High Performance Network									
160	3353 Sport Medicine & Science Network	8,370	15,638	39,500	75,300	138,808	64,050	(74,758)	(35,800)	-90.63%
161	3453 Drug Control Program	8,930	16,328	31,700	35,000	91,958	53,304	(38,654)	(3,300)	-10.41%
	<i>Program Group Total</i>	<i>17,299</i>	<i>31,966</i>	<i>71,200</i>	<i>110,300</i>	<i>230,765</i>	<i>117,354</i>	<i>(113,411)</i>	<i>(39,100)</i>	<i>-54.92%</i>
	Other Programs and Services									
162	3475 Post Grad & Professional Training Cntr.	0	0	0	0	0	54,520	54,520	0	0.00%
163	3480 Club Investment	292,575	299,943	300,000	406,200	1,298,718	0	(1,298,718)	(106,200)	-35.40%
164	3481 National Team Equipment	19,125	32,632	37,500	33,600	122,857	79,739	(43,118)	3,900	10.40%
165	3496 National Team Selection	4,144	340	4,200	10,000	18,684	8,348	(10,336)	(5,800)	-138.10%
	<i>Program Group Total</i>	<i>315,844</i>	<i>332,915</i>	<i>341,700</i>	<i>449,800</i>	<i>1,440,259</i>	<i>142,607</i>	<i>(1,297,652)</i>	<i>(108,100)</i>	<i>-31.64%</i>
	Committees									
166	3846 Sports Medicine	1,736	1,360	3,100	4,300	10,496	5,956	(4,540)	(1,200)	-38.71%
167	3868 Open Water Committee	301	227	4,700	4,700	9,928	1,760	(8,168)	0	0.00%
168	3881 Olympic International Operations	398	989	1,800	1,800	4,987	3,014	(1,973)	0	0.00%

NATIONAL TEAM DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
169	3882 National Steering Committee	11,632	4,001	21,700	21,600	58,933	59,614	681	100	0.46%
170	3884 National Team Evaluation	0	0	400	400	800	772	(28)	0	0.00%
171	3887 Athletes Executive Committee	6,486	7,917	16,800	16,800	48,003	18,867	(29,136)	0	0.00%
	<i>Program Group Total</i>	<i>20,553</i>	<i>14,494</i>	<i>48,500</i>	<i>49,600</i>	<i>133,147</i>	<i>89,983</i>	<i>(43,164)</i>	<i>(1,100)</i>	<i>-2.27%</i>
	Administration & Operational Support									
172	3990 Administration & Operational Support	259,094	243,341	181,200	199,500	883,135	677,263	(205,872)	(18,300)	-10.10%
173	3991 NT Division Travel	77,900	79,910	80,300	89,600	327,710	260,461	(67,249)	(9,300)	-11.58%
174	3999 Salary and Benefits	1,575,398	1,576,992	1,594,600	1,807,000	6,553,990	5,769,933	(784,057)	(212,400)	-13.32%
	<i>Program Group Total</i>	<i>1,912,393</i>	<i>1,900,243</i>	<i>1,856,100</i>	<i>2,096,100</i>	<i>7,764,836</i>	<i>6,707,657</i>	<i>(1,057,179)</i>	<i>(240,000)</i>	<i>-12.93%</i>
	TOTAL NATIONAL TEAM	7,482,868	7,366,614	8,923,300	9,743,900	33,516,682	27,123,048	(6,393,634)	(820,600)	-9.20%

BUSINESS DEVELOPMENT & PROMOTION DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
Corporate Partnerships										
175	5901 Marketing & Contract Fulfillment	195,301	265,897	262,500	345,400	1,069,098	883,022	(186,076)	(82,900)	-31.58%
176	5903 Golden Goggles Sponsor Fulfillment	0	0	0	0	0	640,010	640,010	0	0.00%
177	5908 AT&T Fulfillment - MAS	0	0	0	0	0	275,000	275,000	0	0.00%
178	5915 Navy SEALS Fulfillment	0	0	0	0	0	84,708	84,708	0	0.00%
179	5905 Sales Development Support	38,481	54,303	65,000	58,000	215,784	186,531	(29,253)	7,000	10.77%
<i>Program Group Total</i>		233,782	320,200	327,500	403,400	1,284,882	2,069,271	784,389	(75,900)	-23.18%
Marketing										
180	5109 APA Appearance	49,638	45,985	52,300	50,000	197,923	252,572	54,649	2,300	4.40%
181	5620 Family Program	31,735	25,046	39,900	38,500	135,181	102,539	(32,642)	1,400	3.51%
182	5702 New Member Welcome Kits	0	0	0	0	0	40,503	40,503	0	0.00%
183	5710 Membership Recruiting/ Promotion (SwimToday)	232,406	616,941	500,000	490,800	1,840,147	1,096,503	(743,644)	9,200	1.84%
184	5713 Deck Pass	201,414	214,305	220,000	200,000	835,719	186,234	(649,485)	20,000	9.09%
185	5715 SwimBiz	0	0	0	45,300	45,300	0	(45,300)	(45,300)	0.00%
186	5716 Swimjitsu	0	0	0	247,700	247,700	0	(247,700)	(247,700)	0.00%
187	5735 National Events Marketing	0	0	35,000	0	35,000	0	(35,000)	35,000	100.00%
188	5740 America's Swim Team/ Membership Card	421	246,923	225,000	231,000	703,344	90,384	(612,960)	(6,000)	-2.67%
189	5720 Video Production Services	18,118	12,264	25,000	25,000	80,382	84,738	4,356	0	0.00%
190	5913 Multicultural Promotions	91,732	98,219	129,900	133,600	453,451	165,895	(287,556)	(3,700)	-2.85%
191	5902 Merchandise Program	24,737	12,657	38,400	55,400	131,194	87,122	(44,072)	(17,000)	-44.27%
192	5904 Marketing Contract Labor	58,672	25,000	50,000	50,000	183,672	749,972	566,300	0	0.00%
193	5911 Aqua Zone-Olympic Trials	9,779	5,400	19,900	550,400	585,479	646,914	61,435	(530,500)	-2665.83%
194	5914 Agent Relations Program	0	0	0	0	0	953	953	0	0.00%
<i>Program Group Total</i>		718,653	1,302,740	1,335,400	2,117,700	5,474,493	3,504,329	(1,970,164)	(782,300)	-58.58%
Communications										
195	5711 Splash Magazine	966,782	1,025,644	990,300	1,060,300	4,043,026	3,381,517	(661,509)	(70,000)	-7.07%
196	5714 Public Relations	77,527	54,753	75,000	75,000	282,280	391,787	109,507	0	0.00%
197	5718 usaswimming.org - Web site	116,981	95,539	221,700	400,000	834,220	477,967	(356,253)	(178,300)	-80.42%
198	5719 Swimnetwork.com - Web site	10,521	0	0	0	10,521	853,969	843,448	0	0.00%
199	5724 Communication Operations	135,907	170,372	166,800	228,800	701,879	622,516	(79,363)	(62,000)	-37.17%
<i>Program Group Total</i>		1,307,718	1,346,308	1,453,800	1,764,100	5,871,926	5,727,756	(144,170)	(310,300)	-21.34%
Administration & Operational Support										
200	5990 Administration & Operational Support	190,683	217,886	184,400	193,800	786,769	662,406	(124,363)	(9,400)	-5.10%
201	5999 Salary and Benefits	1,385,804	1,459,379	1,489,600	1,664,500	5,999,283	4,833,226	(1,166,057)	(174,900)	-11.74%
<i>Program Group Total</i>		1,576,487	1,677,265	1,674,000	1,858,300	6,786,052	5,495,632	(1,290,420)	(184,300)	-11.01%
TOTAL BUSINESS DEVELOPMENT & PROMOTION		3,836,641	4,646,513	4,790,700	6,143,500	19,417,354	16,796,988	(2,620,366)	(1,352,800)	-28.24%

SECTION 1:

USA Swimming 2016 Program Budget Proposal
FOUNDATION AND MAKE A SPLASH SUPPORT Program:6666
 President: Bruce Stratton
 Program Manager: Chuck Wielgus
 Program Description: Support for the USA Swimming Foundation and Make a Splash initiatives.

Account Number	Account	2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Budget	(Increase) Decrease Over 2012 Quad	(Increase) Decrease Over 2015
SECTION 2:									
EXPENSES:									
60100	Grants - Block grant	500,000	500,000	300,000	300,000	1,600,000	523,400	(1,076,600)	0
60100	Grants - MAS support	5,000	2,500	0	0	7,500	1,836,343	1,828,843	0
60101	Grants - MAS staff	119,615	140,000	140,000	140,000	539,615	0	(539,615)	0
60100	Grants - MAS Tour Adj. over \$100K	(136,350)	(140,000)	0	0	(276,350)	0	276,350	0
60100	Grants - Unclaimed Prize Money	0	0	0	0	0	0	0	0
TOTAL EXPENSES		488,265	502,500	440,000	440,000	1,870,765	2,359,743	488,978	0

SECTION 3:

EXECUTIVE DIVISION

Line #		2013 Actual	2014 Budget	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
Other Executive Division										
203	7971 Organizational Relations - Domestic	94,088	136,101	125,000	125,000	480,189	423,255	(56,934)	0	0.00%
204	7945 CSCAA Grant	0	0	0	125,000	125,000	0	(125,000)	(125,000)	0.00%
205	7984 Organizational Relations - Internat'l	30,591	96,257	75,000	75,000	276,848	153,957	(122,891)	0	0.00%
206	7981 International Relations	39,208	41,981	100,000	100,000	281,189	229,625	(51,564)	0	0.00%
207	7975 Oceania Championships	0	0	0	0	0	101,836	101,836	0	0.00%
208	7931 Olympic Games Executive Contingency	0	0	0	200,000	200,000	268,144	68,144	(200,000)	0.00%
209	7920 Executive Director Contingency	89,460	32,619	75,000	75,000	272,079	187,752	(84,327)	0	0.00%
210	7930 President's Travel & Expenses	33,659	20,559	40,000	40,000	134,218	68,236	(65,982)	0	0.00%
211	7937 Splash Makers II	0	0	0	150,000	150,000	0	(150,000)	(150,000)	0.00%
212	7940 Documentary Film & Education	0	0	0	1,200,000	1,200,000	0	(1,200,000)	(1,200,000)	0.00%
<i>Program Group Total</i>		<i>287,005</i>	<i>327,517</i>	<i>415,000</i>	<i>2,090,000</i>	<i>3,119,522</i>	<i>1,432,805</i>	<i>(1,686,717)</i>	<i>(1,675,000)</i>	<i>-403.61%</i>
Safe Sport										
213	7385 Safe Sport Programs	213,698	330,513	280,000	266,200	1,090,411	330,142	(760,269)	13,800	4.93%
214	7335 Safe Sport - Background Checks	104,976	117,869	30,700	41,200	294,745	220,200	(74,545)	(10,500)	-34.20%
215	7387 Safe Sport - USOC Center for Safe Sport	0	0	55,000	55,000	110,000	0	(110,000)	0	0.00%
216	7388 Safe Sport - Leadership Conference	47,647	475	75,000	0	123,122	0	(123,122)	75,000	100.00%
217	7389 Safe Sport - SwimAssist	0	0	158,000	158,000	316,000	0	(316,000)	0	0.00%
<i>Program Group Total</i>		<i>366,322</i>	<i>448,857</i>	<i>598,700</i>	<i>520,400</i>	<i>1,934,279</i>	<i>550,342</i>	<i>(1,383,937)</i>	<i>78,300</i>	<i>13.08%</i>
Legal & National Board of Review										
218	7495 Legal	543,046	528,617	225,000	225,000	1,521,663	1,548,662	26,999	0	0.00%
219	7492 National Board of Review	401,527	530,486	235,000	235,000	1,402,013	983,671	(418,342)	0	0.00%
220	7490 Legal - Admin. & Oper. Support	0	0	25,000	24,500	49,500	0	(49,500)	500	2.00%
<i>Program Group Total</i>		<i>944,573</i>	<i>1,059,103</i>	<i>485,000</i>	<i>484,500</i>	<i>2,973,176</i>	<i>2,532,333</i>	<i>(440,843)</i>	<i>500</i>	<i>0.05%</i>
Committees										
221	7803 Board of Directors	103,754	130,253	100,000	102,000	436,007	414,710	(21,297)	(2,000)	-2.00%
222	7805 Executive Committee	16,003	22,022	10,000	10,000	58,025	45,771	(12,254)	0	0.00%
223	7806 Committee Chairs Meeting	30,215	0	35,000	0	65,215	26	(65,189)	35,000	100.00%
224	7807 Zone Administration	4,758	2,713	0	0	7,471	0	(7,471)	0	0.00%
225	7808 Task Forces	26	14,576	25,000	25,000	64,602	18,471	(46,131)	0	0.00%
226	7810 Safe Sport Committee	2,297	29,261	17,500	29,600	78,658	0	(78,658)	(12,100)	-69.14%
227	7811 International Relations Committee	24,320	21,372	35,000	35,000	115,692	99,950	(15,742)	0	0.00%
228	7891 Counselor's Committee	0	0	0	0	0	927	927	0	0.00%
<i>Program Group Total</i>		<i>181,374</i>	<i>220,197</i>	<i>222,500</i>	<i>201,600</i>	<i>825,671</i>	<i>579,855</i>	<i>(245,816)</i>	<i>20,900</i>	<i>9.39%</i>
Administration & Operational Support										
229	7990 Administration & Operational Support	75,783	81,386	111,800	119,500	388,469	337,935	(50,534)	(7,700)	-6.89%
230	7999 Salary and Benefits	1,150,589	1,274,917	1,687,000	1,822,600	5,935,106	4,117,017	(1,818,089)	(135,600)	-8.04%
<i>Program Group Total</i>		<i>1,226,372</i>	<i>1,356,303</i>	<i>1,798,800</i>	<i>1,942,100</i>	<i>6,323,575</i>	<i>4,454,952</i>	<i>(1,868,623)</i>	<i>(143,300)</i>	<i>-7.97%</i>
TOTAL EXECUTIVE		3,005,646	3,411,977	3,520,000	5,238,600	15,176,223	9,550,287	(5,625,936)	(1,718,600)	-48.82%

FINANCIAL AFFAIRS DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
	Committees									
231	8880 Audit Committee	31	199	500	500	1,230	349	(881)	0	0.00%
232	8895 Investment Committee	215	78	500	500	1,293	910	(383)	0	0.00%
	<i>Program Group Total</i>	<i>246</i>	<i>277</i>	<i>1,000</i>	<i>1,000</i>	<i>2,523</i>	<i>1,259</i>	<i>(1,264)</i>	<i>0</i>	<i>0.00%</i>
	Administration & Operational Support									
233	8500 LSC/Club Financial Presentation Resources	0	45,352	8,500	30,600	84,452	0	(84,452)	(22,100)	-260.00%
234	8980 Human Resources	36,158	37,825	39,000	41,800	154,783	117,716	(37,067)	(2,800)	-7.18%
235	8990 Administration & Operational Support	159,746	163,745	169,900	175,500	668,891	548,578	(120,313)	(5,600)	-3.30%
236	8999 Salary and Benefits	815,468	851,605	879,900	1,072,000	3,618,973	2,834,328	(784,645)	(192,100)	-21.83%
	<i>Program Group Total</i>	<i>1,011,372</i>	<i>1,098,527</i>	<i>1,097,300</i>	<i>1,319,900</i>	<i>4,527,099</i>	<i>3,500,622</i>	<i>(1,026,477)</i>	<i>(222,600)</i>	<i>-20.29%</i>
	TOTAL FINANCIAL AFFAIRS	1,011,618	1,098,804	1,098,300	1,320,900	4,529,622	3,501,881	(1,027,741)	(222,600)	-20.27%

RISK MANAGEMENT DIVISION

Line #		2013 Actual	2014 Actual	2015 Budget	2016 Budget	TOTAL 2016 Quad Budget	TOTAL 2012 Quad Actual	Favorable (Unfavorable) Over 2012 Quad	Favorable (Unfavorable) Over 2015	%
	Member Programs									
237	9413 Member Insurance Programs	4,925,970	3,299,919	3,436,000	3,078,800	14,740,689	10,539,310	(4,201,379)	357,200	10.40%
238	9415 Other Risk Management	0	45,773	0	10,000	55,773	0	(55,773)	(10,000)	0.00%
	<i>Program Group Total</i>	4,925,970	3,345,692	3,436,000	3,088,800	14,796,462	10,539,310	(4,257,152)	347,200	10.10%
	Committees									
239	9827 Operational Risk Committee	12,136	9,843	18,900	15,300	56,179	29,712	(26,467)	3,600	19.05%
	<i>Program Group Total</i>	12,136	9,843	18,900	15,300	56,179	29,712	(26,467)	3,600	19.05%
	Administration & Operational Support									
240	9990 Administration & Operational Support	55,311	33,388	38,600	36,000	163,299	0	(163,299)	2,600	6.74%
241	9999 Salary and Benefits	175,023	212,306	219,800	231,800	838,929	0	(838,929)	(12,000)	-5.46%
	<i>Program Group Total</i>	230,334	245,694	258,400	267,800	1,002,229	0	(1,002,229)	(9,400)	-3.64%
	TOTAL RISK MANAGEMENT	5,168,440	3,601,229	3,713,300	3,371,900	15,854,869	10,569,022	(5,285,847)	341,400	9.19%
	TOTAL ALL DIVISIONS	31,473,482	32,199,634	35,702,600	38,524,300	137,900,016	108,089,418	(29,810,598)	(2,821,700)	-7.90%

USA Swimming

Capital Budget - 2015/2016

Capital Additions:

	<u>Cost</u>
2015	
Computer Hardware and Equipment	147,450
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>167,450</u>

2016	
Computer Hardware and Equipment	280,750
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>300,750</u>