

# Title: Pacific Swimming 2020Motions

F= FINANCIAL

B=BUSINESS

R =RULES AND REGULATION

P =POLICY AND PROCEDURES

L=BY-LAWS

Date Intro	Motion #	Type	Doc		Action																																																				
1/15/20 EXE	1911CL1	B	Y	Revised Crisis Management and Disaster Recovery Plan- Housekeeping Amendment Accept the 11/1/19 Revised Crisis Management and Recovery Plan with Staff personal telephone numbers removed - See document below	Approved																																																				
	2001SC01	B	Y	<div>2020-21 Pacific Swimming Meet Schedule</div> <div><div>Draft 2020-21 Pacific Swimming Meet Schedule (Approved 12/11/2019)</div><table><thead><tr><th>Date</th><th>Meet</th><th>Meet Days</th><th>External Events/Comments</th></tr></thead><tbody><tr><td colspan="3">2020</td><td></td></tr><tr><td>Sep 26-27</td><td>Senior Open</td><td>2</td><td>USA-S Convention 9/22-27</td></tr><tr><td>Oct 17-18</td><td>Senior Open</td><td>2</td><td>Officials Clinic &amp; HOD 10/10-11</td></tr><tr><td>Nov 6-8</td><td>Senior 2 P&amp;F</td><td>2 - 2½</td><td></td></tr><tr><td>Nov 21-22</td><td>Senior Open</td><td>2</td><td>Thanksgiving 11/26</td></tr><tr><td>Dec 4-6</td><td>Winter Junior Olympics</td><td>2½ - 3</td><td></td></tr><tr><td>Dec 11-13</td><td>Senior 2 P&amp;F</td><td>2 - 2½</td><td>in door venue preferred</td></tr><tr><td colspan="3">2021</td><td></td></tr><tr><td>Jan 23-24</td><td>Senior Open</td><td>2</td><td>Jan 9-10 Pac Coast All Star Meet PC Host at Z1N site</td></tr><tr><td>Feb 13-14</td><td>Senior Open P&amp;F</td><td>2</td><td></td></tr><tr><td>28-Feb</td><td>ZAM- Zone 2 Host</td><td>1</td><td></td></tr><tr><td>Mar 6-7</td><td>Senior Open</td><td>2</td><td></td></tr></tbody></table></div>	Date	Meet	Meet Days	External Events/Comments	2020				Sep 26-27	Senior Open	2	USA-S Convention 9/22-27	Oct 17-18	Senior Open	2	Officials Clinic & HOD 10/10-11	Nov 6-8	Senior 2 P&F	2 - 2½		Nov 21-22	Senior Open	2	Thanksgiving 11/26	Dec 4-6	Winter Junior Olympics	2½ - 3		Dec 11-13	Senior 2 P&F	2 - 2½	in door venue preferred	2021				Jan 23-24	Senior Open	2	Jan 9-10 Pac Coast All Star Meet PC Host at Z1N site	Feb 13-14	Senior Open P&F	2		28-Feb	ZAM- Zone 2 Host	1		Mar 6-7	Senior Open	2		Passed
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	2001ST01	P	Y	<p>Awards Selection Criteria</p> <p>Policies &amp; Procedures</p> <p>Section XII – Awards and Banquet</p> <p>A. 3. The selection criteria for the single age group-awards (with the exception of 10 &amp; Under athletes evaluated as one age group) are:</p> <p>a. National Single Age Record – 100 points</p> <p>b. Pacific Swimming Single Age Record – 50 points</p> <p>c. National Single Age Top 10 Rankings – each placing</p> <p>1st - 10 points, 2nd - 9 points, 3rd - 8 points, 4th - 7 points, 5th - 6 points, 6th - 5 points, 7th - 4 points, 8th - 3 points, 9th - 2 points, 10th - 1 point</p>				<p>Referred to BOD 2/19/20</p> <p>Passed 2/19/20 BOD</p>																																													

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				<p>d. If, after determining the point total from a-c, above, it is not possible to make a final selection, each placing in the Pacific Swimming <b>Single Age</b> Top 10 Rankings (in each event) shall be used to assist in the selection, 10 points for 1<sup>st</sup> through 1 point for 10<sup>th</sup>.</p> <p>Annie Stein, Diana Fetterman, 2nd (P&amp;P, 30 days)</p>	
	2001AEAT F01	B	Y	<p><b>Anneliese Eggert Life Time Achievement Award</b>  Rename the award given at the USA Swimming Convention for "Life Time Achievement" to the "Anneliese Eggert Life Time Achievement Award".  Anneliese Eggert Award Task Force (Clint Benton, Larry Rice Christopher Lam, Michael Davis)</p> <p>Procedure: This award while given at the Convention, or sent to the LSC, would be announced at the Awards Banquet and given to the recipient (if not accepted at the Convention) and then re-announced at the House of Delegates. The voting for this award would follow the same procedure for the "Volunteer-of-the Year" Award, voted upon annually at the Spring House of Delegates.</p>	Passed
	20010C01	F	Y	<p><b>Official's Reimbursement - Olympic Trials</b></p> <p>An Official attending Olympic Trials as a working Official is entitled to an amount equal to the Athlete's amount for travel. That amount for 2020 is \$600.00 for travel and (2) \$300.00 stipends for a total of \$1,200.00.  Mike Davis (Officials' Committee)</p>	<p>Referred to BOD 2/19/20</p> <p>Passed by BOD 2/19/20</p>
2/19/2020 BOD	2002GC01	B	N	<p><b>Implementation of By-Laws</b>  Implement the new By-Laws, except the newly created positions, and approve the By-Laws in May. Have elections for the new positions in May 2021  Larry Rice (Governance Committee)</p>	Passed
	2002CB01	B	N	<p><b>Safe Sport Notification</b>  If Pacific Swimming is notified that a Pacific Swimming Official, Coach, Swimmer, or other member is being placed on probation, restricted, or suspended, Pacific's Official Chair, and the Zone Chair and Zone Official's chair that would be impacted will be notified  Clint Benton, David Benjamin 2nd</p>	Passed
	2002OC01	P	Y	<p><b>Official's Reimbursement - Olympic Trials</b></p> <p>Proposed P&amp;P Change so that an official attending Olympic Trials as a working Official is entitled to an amount equal to the Athlete's amount for travel.</p> <p><b>A.3 PACIFIC SWIMMING TRAVEL EXPENSE REIMBURSEMENT POLICY</b>  A. Expenses incurred by members of the Board of Directors and others traveling as authorized representatives of Pacific Swimming shall be reimbursed in accordance with this policy. Members incurring expenses as Team Managers, Coaches, or Chaperones on Pacific Swimming sponsored team trips for competition and/or training shall be reimbursed</p>	<p>Referred to BOD 4/15/2020</p>

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				<p>as provided for in the Budget and are not covered by this policy.</p> <p>Expenses shall be reimbursable when they have been approved by the Board of Directors or House of Delegates (budgeted expenses meet this requirement) and the amount is supported by appropriate evidence of the expense. Reimbursement shall be made upon completion of the travel. When expenses are anticipated to be greater than an amount a member could reasonably be asked to temporarily expend, the member may receive an advance payment as approved by the Treasurer. This member shall promptly submit evidence of the expenditure and repay all advanced funds not used. Travel from “home” to airport and return shall be reimbursed at the IRS approved rate for “Contributions to Charitable Organizations,” one reimbursement per vehicle. Actual cost of parking at the airport shall be reimbursed at a rate not to exceed the “long term” parking rate. If no parking cost is incurred, travel shall be reimbursed for two round trips to the airport. Alternative transportation modes may be used, such as taxi, limo, shuttle, etc. with reimbursement not to exceed two round trips by auto or one round trip plus long term parking costs, whichever is the lesser amount.</p> <p><del>Actual airfare cost shall be reimbursed at a value not to exceed the 21-day advance fare level. s Flight reservations are expected to be made promptly so the cost to Pacific Swimming is minimized.</del> Pacific Swimming’s Travel Coordinator shall be used to determine the most cost-effective travel options. Airfare shall be purchased no later than 21 days prior to departure to be eligible for reimbursement. Reimbursement shall be made upon submission of documentation showing the flight reservation and cost. <del>Payments shall be made to the traveler, not to travel agencies.</del> Seat selection fees shall be reimbursed if the total does not exceed the transportation as determined by the Board of Directors and supported by the submission of transportation receipts .</p> <p>Actual cost of “single room” lodging shall be reimbursed. In case of travel to USA Swimming sponsored events where USA Swimming pays for a “double” room, Pacific Swimming shall pay the additional cost for a single room. Meals and taxi/car rental, etc. shall be reimbursed at actual cost. Expenses not clearly required or avoidable shall not be reimbursed. The purchase of alcoholic beverages is not a reimbursable expense.</p> <p><b>B. Travel Assistance for Officials</b></p> <ol style="list-style-type: none"> <li>1. Officials, whose application to officiate at a National, Pro Series or Sectional meet has been approved by USA Swimming’s Officials Committee, shall receive travel assistance equal to the amount a Club receives for Athlete Travel Support (See A.4 Pacific Swimming Senior Travel Support Guidelines).</li> <li>2. Travel Assistance shall apply only to meets held outside of Pacific Swimming.</li> <li>3. An Official shall be eligible to receive Travel Assistance for two meets per year. (September 1 – August 31). An Official may apply for Travel Assistance to one National/US Open/Junior National Meet and one Pro Series type meet, Futures, or Sectional Meet or two the Pro Series, Futures or Sectional Meets.</li> <li>4. An Official invited to officiate at Olympic Trials by the USA Swimming Officials Committee shall receive travel assistance equal to the amount a Club receives for Athlete Travel Support (See A.4 Pacific Swimming Senior Travel Support Guidelines). Travel Assistance for Olympic Trials shall be in addition to the two per year maximum listed above.</li> <li>5. Receipts shall be submitted to the Officials Chair for approval. See the guidelines listed above for the type of reimbursable expenses.</li> </ol>	

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				Mike Davis (Officials Committee) (P&P 30 days)																																																	
	2002MR01	P	N	<p style="text-align: center;"><b>A.4 PACIFIC SWIMMING SENIOR TRAVEL SUPPORT GUIDELINES</b></p> <p><del>"Through the The</del> Senior Travel Support Program Pacific Swimming seeks to support its members at the highest levels of competition."</p> <p>The following requirements shall be met for all levels of travel support:</p> <ul style="list-style-type: none"> <li>• Athletes shall have attended and competed in the meet. Relay only athletes shall be funded at 50% of the published travel support amount.</li> <li>• Coaches must have attended the meet.</li> <li>• The club shall have a copy of their <b>Team Travel Policy</b> on file with Pacific Swimming. <b>The Team Travel Policy must meet (or exceed) the current MAAPP travel policy.</b></li> <li>• All athletes who travel shall sign a <b>Code of Conduct Form</b> prior to the trip (Pacific Swimming's or equivalent). <b>The Code of Conduct must meet (or exceed) the current MAAPP Code of Conduct policy.</b></li> <li>• All clubs, coaches, and athletes shall be in good standing with Pacific Swimming and cannot have any outstanding debts or obligations.</li> <li>• <b>Meets eligible for Travel Support are approved by the Senior Committee and held outside of Pacific Swimming boundaries.</b></li> <li>• Exception: For all meets eligible for travel support held within the LSC, any Pacific Swimming team having to travel more than 150 miles will receive a full support <b>travel allowance</b> (athlete and coach) in an amount deemed appropriate by Pacific Swimming.</li> </ul> <p>Athlete eligibility requirements:</p> <ul style="list-style-type: none"> <li>• Shall compete attached to a Pacific Swimming club or unattached as a Pacific Swimming member.</li> <li>• The level of support shall be based upon an athlete's continuous registration in Pacific Swimming (see chart below).</li> <li>• <b>High school/non-collegiate</b> - shall have competed in at least one (1) Pacific Swimming meet each season.</li> <li>• <b>Collegiate athletes</b> - shall have been Pacific Swimming members prior to college and return to Pacific Swimming in the summer.</li> <li>• <b>Post Grad</b> - those who were not members of Pacific Swimming prior to college, their "clock" begins when their collegiate eligibility ends. At that point they become "non-collegiate" (see above).</li> </ul> <table border="1"> <thead> <tr> <th colspan="6">Seasons ( September-February; March - August)</th></tr> <tr> <th></th><th>1st</th><th>2nd</th><th>3rd</th><th>4th</th><th>5th</th></tr> </thead> <tbody> <tr> <td>Sectionals/Futures</td><td>None</td><td>Full</td><td>Full</td><td>Full</td><td>Full</td></tr> <tr> <td>"Pro Swim Series" level</td><td>None</td><td>Full</td><td>Full</td><td>Full</td><td>Full</td></tr> <tr> <td>USA Senior &amp; Junior Nationals</td><td>None</td><td>Half</td><td>Full</td><td>Full</td><td>Full</td></tr> <tr> <td>US Open, Open Water Nationals</td><td>None</td><td>Half</td><td>Full</td><td>Full</td><td>Full</td></tr> <tr> <td>US World Championship Trials</td><td>None</td><td>None</td><td>Half</td><td>Full</td><td>Full</td></tr> <tr> <td>US Olympic Trials</td><td>None</td><td>None</td><td>None</td><td>Half</td><td>Full</td></tr> </tbody> </table>	Seasons ( September-February; March - August)							1st	2nd	3rd	4th	5th	Sectionals/Futures	None	Full	Full	Full	Full	"Pro Swim Series" level	None	Full	Full	Full	Full	USA Senior & Junior Nationals	None	Half	Full	Full	Full	US Open, Open Water Nationals	None	Half	Full	Full	Full	US World Championship Trials	None	None	Half	Full	Full	US Olympic Trials	None	None	None	Half	Full	Referred to BOD 4/15/2020
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				<p>NO RECEIPTS SHALL BE REQUIRED. ALL REQUESTS SHALL BE SUBMITTED BY THE CLUB WITHIN 60 DAYS OF THE END OF THE COMPETITION. <del>TRAVEL STIPEND</del> AND AIR FARE ALLOWANCES ARE DETERMINED BY THE SENIOR COMMITTEE AND APPROVED BY THE PACIFIC SWIMMING BOARD OF DIRECTORS. ALL DISBURSEMENTS SHALL BE MADE PAYABLE TO THE CLUB. UNATTACHED ATHLETES SHOULD BE INCLUDED WITH THE REQUEST BY THE CLUB THEY ARE TRAVELING WITH. ADDITIONAL REQUIREMENTS AND GUIDELINES FOR EACH TYPE OF MEETS ARE AS FOLLOWS:</p> <p>USA SWIMMING SENIOR NATIONAL / US OPEN / USA SWIMMING JUNIOR NATIONALS:</p> <ul style="list-style-type: none"> <li>• No limit to the number of "National" level meets per athlete per year.</li> <li>• Travel support is a \$300 <del>travel allowance stipend</del> and airfare as determined by <del>the Travel Committee</del> Pacific Swimming sStaff and approved by the Board of Directors.</li> <li>• Athletes competing in back to back "Nationals" held at same location shall be eligible for one air fare plus two <del>travel allowances stipends</del>.</li> <li>• <del>Relay Only athletes shall be funded at 50%.</del></li> <li>• Athletes, who achieve their first Nationals, US Open or Junior Nationals qualifying time one month prior to the entry deadline, shall receive an additional \$100 in Travel Support to offset increased travel expenses.</li> </ul> <p>USA SWIMMING OPEN WATER NATIONALS:</p> <ul style="list-style-type: none"> <li>• Athletes shall have achieved a current USA Swimming Junior or National standard in the 800/1000 free or the 1500/1650 free to be eligible for travel support.</li> <li>• Travel support is a \$300 <del>travel allowance stipend</del> and airfare as determined by <del>the Travel Committee</del> Pacific Swimming sStaff and approved by the Board of Directors.</li> </ul> <p>"PRO SWIM SERIES" LEVEL MEETS:</p> <ul style="list-style-type: none"> <li>• Travel support is \$300</li> <li>• Meets shall be approved as "Pro Swim Series" meets by the Senior Committee, <del>i.e. highly competitive National Level meets that meet standards approved by the Senior Committee</del></li> <li>• Travel support for each athlete is limited to one (1) "Pro Swim Series" type meet per swim year (September-August).</li> <li>• <del>Pro Swim Series meets held within our LSC are NOT approved meets for travel support.</del></li> <li>• Travel Support shall be available to one coach provided the club <del>has not met</del> exceeded the maximum allowed per year.</li> </ul> <p>SECTIONAL MEETS:</p> <ul style="list-style-type: none"> <li>• <del>Sectional meets shall be held outside of Pacific Swimming.</del></li> <li>• Clubs may request support for two (2) sectional meets each year.</li> </ul>	

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				<p>FOR ADDITIONAL INFORMATION OR QUESTIONS:</p> <ul style="list-style-type: none"> <li>The Pacific Swimming website, Documents, Forms, Athlete and Coach Travel Support.</li> <li>The Pacific Swimming website, Documents, Rules and Regulations, <b>Section 9 Travel Support</b></li> <li>Senior Committee: <ul style="list-style-type: none"> <li>Senior Vice Chair <del>Don Cottam</del> - <a href="mailto:srchair@pacswim.org">srchair@pacswim.org</a></li> <li>Club Development Chair <del>Don Heidary</del> - <a href="mailto:dheidary@pacswim.org">dheidary@pacswim.org</a> <a href="mailto:clubdev@pacswim.org">clubdev@pacswim.org</a></li> <li>Treasurer <del>Mary Ruddell</del> - <a href="mailto:treasurer@pacswim.org">treasurer@pacswim.org</a></li> <li>General Chair <del>David Cottam</del> - <a href="mailto:genchair@pacswim.org">genchair@pacswim.org</a></li> </ul> </li> </ul>	
3/25/2020 EXE	2003LR01	B	N	<p><b>Meet Sanctions Given COVID19 Virus Circumstances</b></p> <p>Pacific Swimming will not sanction any meets with a start date earlier than June 1, 2020 Larry Rice, Mark Taliaferro 2nd</p>	Passed
4/2/2020 EXE	2003MR01	F	N	<p><b>Approval to apply for PPP Under the CARES Act/SBA Loan</b></p> <p>Permission is given to Mary Ruddell, Treasurer, to apply for the Payroll Protection Plan under CARES Act /SBA Loan, asking for approximately \$55,000, on behalf of Pacific Swimming as soon as the On-Line applications from Chase Bank open. Mary Ruddell, Larry Rice, 2nd</p>	Passed
4/15/2020 BOD	2004CB1	B	N	<p><b>Postpone HOD</b></p> <p>Postpone HOD to June or July, 2020 with at least 20 days notice of reschedule Clint Benton, Leo Lin, 2nd</p>	Passed
	2004VH1	B	N	<p><b>Cancel of October 2020 Awards Banquet, HOD, Officials Clinic and Athlete Summit</b></p> <p>The Awards Banquet, HOD, Officials Clinic and Athlete Summit scheduled for October 2020 at the Concord Hilton will be cancelled and the deposit given to Concord Hilton will be moved to be the deposit for the 2022 Awards Banquet and HOD. Veronica Hernandez, Larry Rice 2nd</p>	Passed
	2004AG1	B	N	<p><b>All Star Meet Name Change</b></p> <p>Zone All Star Meet will be changed to a new name Pacific Swimming Zone Challenge <b>Kyle Kikuta (Age Group) (P&amp;P, 30 days)</b></p>	Passed
5/20/2020 BOD	2005CB01	B	Y	<p><b>:Underwater Video Recording During Swim Meets</b></p> <p>Video Recording Services</p> <ol style="list-style-type: none"> <li>At the discretion of the meet director, a vendor may be authorized to provide video recording services during a sanctioned swim meet.</li> <li>Video Recording will be performed in a manner consistent with current MAAPP guidelines taking care to protect swimmers privacy (eg. Password protected access).</li> <li>Such videos shall be offered for distribution at the meet or online, for commercial or noncommercial</li> </ol>	Referred to BOD 7/15/2020



Date Intro	Motion #	Type	Doc		Action
				<p>purposes. Distribution service shall be set up such that individualized videos of swimmers shall be accessible only by the swimmer, the swimmer's parents or legal guardians. The swimmer's coach may access the video with the written permission of the swimmer, the swimmer's parents or legal guardians. Any unpurchased individualized video recordings of swimmers shall be destroyed within one year of the swim meet. Storage of videos shall be according to the best commercially reasonable, industry standard security settings to prevent unauthorized access.</p> <p>4. The camera(s) recording the video shall be placed around the pool in such a way so as to not interfere with meet operations. If the cameras are to be located under the water, they shall be placed such that they not interfere with swimmers, either in the normal course of competition or during warm-up/warm-down. By way of example, cameras may be placed along a wall in a buffer space out of the competition course, or in a buffer lane closed to swimmers. Under no circumstances shall cameras be placed in a position that poses a credible SafeSport threat to athlete's privacy, such as behind the starting blocks or in changing areas.</p> <p>5. The cameras shall be in fixed positions and not continually manned by camera operators while competition is in progress. Cameras shall not be connected together by any external wiring in order to minimize any possibility of electrical hazard.</p> <p>6. At any point during the course of the meet operations, the meet director and/or the meet referee shall have the authority to terminate the video recording in whole or part. If the video recording is terminated, the meet referee shall document the reason for this action in his/her referee meet report.</p> <p><b>Clint Benton, Veronica Hernandez 2nd (P&amp;P, 30 days)</b></p>	
	<b>2005CB02</b>	B	Y	<p><b>Athlete Petition</b></p> <p>We support our athletes' expressing their passion and their views about returning to the water and we will put the athlete's statement on the Athlete's Page on the Pacific Swimming Website.</p> <p><b>Clint Benton, Mark Taliaferro, 2nd</b></p>	Passed
	<b>2005TR01</b>	F	Y	<p><b>Transfer \$1 Million for Investment Account to cover Grants to Assist Teams Impacted by COVID19</b></p> <p>Transfer up to \$1,000,999 from the investment account to fund Pacific Swimming's Disaster Grants</p> <p><b>Mary Ruddell, Clint Benton, 2nd</b></p>	Passed
6/17/2020 Exe	<b>2006PM01</b>			<p><b>Engage Cropper Accountancy Firm for the next Fiscal Year Location</b></p> <p>Engage Cropper Accounting Firm to do our Annual Audit and Annual Review for this coming fiscal year.</p> <p>Peter McNamara, Leo Lin 2nd</p> <p>Passed</p>	Passed.
7/15/2020 BOD	<b>2007IC01</b>	F	Y	<p><b>Apply for \$1 Million Line of Credit</b></p> <p>The Investment Committee moves to apply for a \$1 million priority line of credit with Wells Fargo Advisors.</p> <p>Mary Ruddell (Investment Committee)</p> <p>Passed</p>	Passed
	<b>2007GC01</b>	B	Y	<b>Approval of Governance Committee Expenditure for HR Services</b>	Passed

Date Intro	Motion #	Type	Doc		Action
				<p>The Board approves the expenditure of \$3,600 by the Governance Committee to Hire Guardian HR</p> <p>Peter McNamara (Governance Committee)</p> <p>Passed</p>	

RESPECTFULLY SUBMITTED BY,  
MARIE LIN  
SECRETARY - PACIFIC SWIMMING BOARD OF DIRECTORS



PACIFIC SWIMMING, INC.

## CRISIS MANAGEMENT and DISASTER RECOVERY PLAN

### PURPOSE

An LSC crisis may occur in several different situations including times when the integrity or reputation of Pacific Swimming is threatened by adverse or negative attention; when, in the eyes of the media, public, or its membership, Pacific Swimming did not react to a given situation in an appropriate or timely manner, or when an emergency arises that may threaten the operations of the permanent offices of Pacific Swimming. During these times, it is vital that Pacific Swimming effectively manages communication through a formal, clearly defined channel to mitigate the crisis or any serious negative repercussions while maintaining its reputation of leadership and transparency. This Pacific Swimming Crisis Management Plan manages the distribution of critical, often sensitive, information to the media, the public, and its members, while the Disaster Recovery Plan is designed to insure business continuity by protecting the LSC from threats to its physical assets and IT-disabling disasters.

## **The role of the Pacific Swimming Board of Directors in Crisis Management and Disaster Recovery Planning**

Under nonprofit governance laws, the members of the Pacific Swimming Board of Directors have the duty to exercise a high standard of care in managing the business of the organization. In an emergency, this duty extends to insuring that the assets of the organization are protected and helping the organization manage its communications with key stakeholders, members, strategic partners, employees, news media, and the community. The board's responsibility prior to a crisis is twofold: 1) to be sure there is a crisis management/disaster recovery plan in place and 2) to know and understand its own role in helping the organization through a crisis.

### **Descriptions or Key Positions:**

- 1) Spokesperson: General Chair or Designee - The person authorized to speak to the news media, public, membership, and stake holders during a crisis.
- 2) Information Officer(s): Person(s) appointed by the General Chair and approved by the Pacific Swimming Board of Directors. The incident leader of the crisis communication plan who is charged with conducting the preliminary investigation of the crisis by gathering information from all relevant sources.
- 3) Crisis Communication Team: Members of the crisis communication team must be accessible any time of the day or night.
  - a) Primary Team: Spokesperson, Information Officer, USA Swimming Representative, Legal Counsel, Office Staff.
  - b) Secondary Team: Remaining members of the Pacific Swimming Executive Committee and the Secretary.
  - c) Situational: Other individuals may be identified collaboratively by the General Chair and Information Officer to serve on the crisis communication team based on their expertise and/or relationship to the situation. This may include the Officials Chair, Governance Chair, Diversity Chair, etc.

- 4) Stakeholders: Stakeholders are those members of key constituent groups who have a vested interest in Pacific Swimming. They include:
- a) USA Swimming
  - b) Pacific Swimming Board of Directors and Staff Members
  - c) Pacific Swimming Members - Clubs, Coaches, Athletes, Non-Athletes
  - d) Parents of Pacific Swimming member athletes
  - e) LSC Volunteers (committees, events, etc.)
  - f) Partner Organizations and Sponsors
  - g) Media and the Public

## **GENERAL PROCEDURES**

- 1) The General Chair, or his/her designee, is responsible for issues management. It is the responsibility of all Pacific Swimming board and staff members to constantly monitor the LSC and national swimming environments as well as the local, state, and national news coverage of issues or trends that might lead to public relations problems for Pacific Swimming. Upon becoming aware of the existence of any potentially harmful situation, board and staff members are required to contact the General Chair with as much information and documentation as possible regarding the potential situation. The General Chair or his/her designee, in consultation with selected board members and staff, will immediately create and implement a plan that could include intervention or mediation to help mitigate any impending crisis.
- 2) Realizing that not all crises are preventable, it is the responsibility of the Pacific Swimming Board of Directors, through the office of the General Chair, to have an appropriate crisis preparation plan in place that includes the education of all board members with respect to that plan and their roles during a crisis.
- 3) The General Chair, or his/her designee, will serve as the Spokesperson in the event of a crisis. If approached, board members should refer all inquiries to the designated Spokesperson.
- 4) At its first meeting following the fall Pacific Swimming HOD meeting, the Board of Directors will review the current LSC crisis management plan to ensure that all board members are aware of the procedures and their roles during a crisis. Also, at this meeting, the General Chair will bring forth for board approval two recommended appointees to serve as a potential crisis Information Officer for the upcoming year. These appointees must be current members of the Pacific Swimming Board of Directors, be readily available to lead the investigation of a crisis, be thorough and detail-oriented, and possess the ability to remain calm under pressure.
- 5) Should a crisis arise during the year that requires activation of the Pacific Swimming crisis management plan, the General Chair will select one of the two approved appointees as the Information Officer for that situation. That selection will be based primarily on the nature of the crisis with respect to both the board position of the selected appointee and his/her relationship to the crisis situation.

## BEST PRACTICES

In the event of a crisis, the Board of Directors of Pacific Swimming will adhere to the following best practices:

- 1) Crisis prevention is a priority for Pacific Swimming and is supported by continually maintaining sound business practices and effective internal and external communications.
- 2) The Board of Directors should budget for and facilitate media training for the designated Spokesperson and staff members to learn strategies to effectively deal with the media during times of crisis.
- 3) Pacific Swimming board members and staff will remain "calm" and take the "high road" during a time of crisis. It is imperative to remain focused under pressure situations to allow for the best possible handling of the crisis and to ensure that the business operations of Pacific Swimming continue to be carried out effectively and professionally during any time of crisis.
- 4) Pacific Swimming understands the urgency in getting its message out first. This allows Pacific Swimming to better control the content and its accuracy as well as stabilizing the situation and solidifying the reputation of Pacific Swimming. Crisis communication planning must be designed to help manage the first 48 hours of an emergency.
- 5) After gathering facts to help understand the crisis, it is imperative that Pacific Swimming communicates the right message. Consultation with legal counsel may be necessary to ensure that appropriate information is shared at the appropriate time(s).
- 6) Board members should return phone calls and emails directing the inquirer to the designated Spokesperson. The Spokesperson is responsible for following up with all communications including phone calls and emails. Under no circumstances should a board member provide any information other than the contact information for the Spokesperson when approached.
- 7) As soon as possible upon receipt of any information pertaining to the crisis, board members should immediately relay that information to the Information Officer.
- 8) Private conversations among board members are the preferred method of communication during a time of crisis. Pacific Swimming Board of Directors members should minimize the use of email communications related to any existing crisis during the activation of the crisis management plan.
- 9) The Information Officer will share information regarding the crisis with the board members and stakeholders of Pacific Swimming at the appropriate time.
- 10) Issues regarding personnel and Board of Review matters are to remain confidential.
- 11) The Pacific Swimming Office will serve as the permanent repository for all critical Pacific Swimming documents, news releases

and/or fact sheets related to any crisis.

- 12) Records of all communications should be kept in the permanent files of Pacific Swimming. These include summaries of phone or verbal communications which should be prepared immediately or as soon as possible to avoid memory lapse as well as copies of written communications and emails.

## **CRISIS MANAGEMENT PLAN**

### **PROCESS**

- 1) Notification: The General Chair should be immediately notified of any impending or existing crisis by staff and/or board members of Pacific Swimming.
- 2) Assessment of the Situation: Upon receiving notification of an impending or existing crisis, the General Chair will either activate an intervention/mediation plan or appoint one of the two approved Information Officers to initiate an investigation.
- 3) Information Officer: Based on the nature of the crisis, the General Chair will appoint an Information Officer from the two individuals previously approved by the Pacific Swimming Board of Directors to initiate the investigation. This investigation should include:
  - a) Determine what happened.
  - b) Determine when and where it happened.
  - c) Determine who is affected.
  - d) Identify why it happened and what or who caused it.
  - e) Investigate and assess the reaction to the incident.
  - f) Determine possible repercussions of the incident.
  - g) Interview and collect all facts and documents from those affected.
  - h) Determine when more information might become available.
  - i) Present recommendations to the General Chair as to how to prevent a reoccurrence.
  - **Contact information for the Information Officer is listed in Appendix A and Board members should supply him/her with any pertinent information as soon as he/she is made aware of it.**
- 4) Activation of Crisis Communication Team: Depending on the situation. The Information Officer will convene the primary and/or primary and secondary crisis communication team(s) via conference call or in-person meeting.
  - a) The crisis communication team will be alerted by a phone call; use of email is discouraged. It is imperative that the Information Officer has up-to-date contact information for all members of the crisis management team.
  - b) The information Officer may engage others in the process based on the situation.

- 5) Before Going Public – the Crisis Communication Team:
  - a) Based on information gathered and presented by the Information Officer, the crisis communication team will assess the situation. Determine the facts and begin planning.
  - b) The crisis communication team will formulate an appropriate response to the crises.
  - c) The crisis communication team will construct a plan/process and timetable that appropriately addresses the crisis.
  
- 6) Communication with the Public - Crisis Communication Team:
  - a) The Information officer in consultation with the General Chair alerts key stakeholders.
  - b) The Spokesperson begins external audience outreach.
  - c) Update the website as needed.
  - d) Continually evaluate the effectiveness of the message as the situation progresses.
  - e) Implement methods for updating both internal and external audiences with new information as it becomes available.
  - f) Distribute post-crisis communications to appropriate audiences.
  
- 7) Post Crisis Review
  - a) Secure Loose Ends: Appropriate communications should be made to the appropriate audiences (including the Pacific Swimming Board of Directors and members) summarizing the resolution of the crisis. Check to be sure interaction with all media contacts has been completed.
  - b) File all notes, video/sound clips. Talking points, communications, etc. into an electronic file to be housed permanently with Pacific Swimming. The hard copies of all official documents should be filed and kept also at Pacific Swimming's office.
  - c) Update and revise the crisis communication plan to reflect any suggested changes and present to the Pacific Swimming Board of Directors for approval.
  - d) Re-convene the crisis communication team to evaluate the effectiveness of the crisis management plan. If appropriate, engage the Board of Directors in this review.

## **DISASTER RECOVERY PLAN**

### **PURPOSE**

It is imperative that Pacific Swimming has procedures in place to continue its business in the event of a disaster that causes damage to and/or threatens the LSC's IT systems. It is the responsibility of each staff member, in collaboration with the General Chair and the Treasurer, to ensure that an effective plan is constructed and communicated. Components of that Plan should include the following:

- 1) Maintain a complete inventory of all physical assets of Pacific Swimming. Update databases and spreadsheets annually and record major acquisitions as they occur.

- 2) Maintain a daily online backup of the office computers, key databases, and financial files.
- 3) Storage of copies of all bank account numbers, legal documents, board minutes, committee reports, insurance policies, etc. in a safe and secure place.
- 4) Construction of a document that contains emergency contact information for all staff and members of the executive committee and secretary to be shared with members of both entities.
- 5) Establishment of a network of community organizations that could be called upon during specific type of crises.
- 6) Review and revision of disaster recovery plan at least once a year with office staff and the General Chair and Treasurer.

#### **Appendix A - KEY POSITIONS – through September 2020**

##### **Spokesperson**

David Cottam, General Chair      **Email:** [dcottam@pacswim.org](mailto:dcottam@pacswim.org)      **Tel:** (925) 285-6821

##### **Alternate Designate**

Leo Lin, Vice Chair, Program Operations      **Email:** [llin@pacswim.org](mailto:llin@pacswim.org)      **Tel:** (925) 451-8653

##### **Information Officer(s)**

Mary Ruddell, Treasurer      **Email:** [mruddell@pacswim.org](mailto:mruddell@pacswim.org)      **Tel:** (925) 787-7586

Mike Davis, Officials Chair      **Email:** [mdavis@pacswim.org](mailto:mdavis@pacswim.org)      **Tel:** (408) 761-1501

##### **CRISIS COMMUNICATION TEAM**

Primary Team Spokesperson(s): David Cottam, Leo Lin

Information Officers: Mary Ruddell, Mike Davis

Staff Support:

Cindy Rowland, Administrative Director      **Email:** [cindy@pacswim.org](mailto:cindy@pacswim.org)      **Tel:** (925) 787-2707

Diana Fetterman, Website Administrator      **Email:** [dfetterman@pacswim.org](mailto:dfetterman@pacswim.org)

Laurie Benton, Membership & Registration      **Email:** [laurie@pacswim.org](mailto:laurie@pacswim.org)

REVISED: 1/19/2020