

Governance Committee motion 2411GOV01 (30-day motion)

Motion: to amend the following Pacific Swimming Policies and Procedures, as detailed herein:

1. Section I, Governance, to add provisions to define, streamline, and document non-substantive housekeeping changes to our governing documents. (This includes updating contact information in the Crisis Management & Disaster Recovery Plan, added as new Section XX below.)
2. Section XVIII, Committees and Coordinators, to add a new placeholder section for the Club Development Committee, whose Chair is designated as a member of the HOD by R&R 2.B.3.a.
3. Section XVIII, Committees and Coordinators, to add new policies and procedures for the DDEI, Finance, and Safe Sport committees.
4. Add new Section XX to contain the Pacific Swimming Crisis Management & Disaster Recovery Plan approved by the Board of Directors, with some suggested non-substantive housekeeping adjustments.

Background: These additions and amendments were reviewed by the Governance Committee in coordination with the relevant committee chairs and staff members, and we recommend their adoption by the Board of Directors as detailed below.

SECTION I GOVERNANCE

B. Board of Director and Executive Committee Meetings

2. Meeting Motions
 - a. Except for changes mandated by USA Swimming, motions made changing the Bylaws shall require a 60-day wait before a vote for approval and all Bylaws changes shall be approved by the House of Delegates.
 - b.-e. [unchanged]

D. Governing Documents

4. [new subsection] The changes listed below to the Pacific Swimming Rules and Regulations and Policies and Procedures documents shall be considered housekeeping changes, provided that they do not alter the substance, meaning, or intent of a rule, regulation, policy, or procedure. Housekeeping changes may be made or approved by the Administrative Vice-Chair, and do not require approval of the House of Delegates, Board of Directors, or Executive Committee. The Administrative Vice Chair shall report the approval of new housekeeping changes at the next Board of Directors or Executive Committee meeting, and shall record such changes in the change log for that document. Housekeeping changes are limited to the following:
 - a. Document formatting and layout
 - b. Numbering and lettering of sections, subsections, and paragraphs, provided their sequence is not altered, and provided that all direct references to such numbering and lettering elsewhere in any and all Governing Documents are found and changed to match
 - c. Updates to other internal or external references, procedural names, numbers, and dates (e.g., title, revision number, date effective) that do not change content
 - d. Correction of spelling and other typographic errors

- e. Correction of grammar, provided it does not in any way alter the substance, meaning, or intent of the surrounding language.
- f. Updates to individual names, organizational names, and contact information to reflect current responsibilities.
- g. Converting gendered to gender-neutral pronouns.

SECTION XVIII

COMMITTEES AND COORDINATORS

G. Club Development Committee (reserved for future use)

[re-letter subsequent sections]

H.G. Disability, Diversity, Equity & Inclusion Committee (DDEI)

- ~~1. Refer to Section XIV of these Policies and Procedures.~~
1. Statement of Purpose: Pacific Swimming's Disability, Diversity, Equity & Inclusion Committee aims to increase access to swimming in all facets through empowering athletes, promoting role models, and supporting relationships and mentorship for all who are engaged in swimming. We strive to create a welcoming environment to bring in new and diverse participants and retain them for lifelong enjoyment of the sport.
2. Committee Members:
 - a. Committee Chair, appointed by the Pacific Swimming General Chair (1)
 - b. Age Group Committee representative, appointed by the Age Group Committee (1)
 - c. Senior Committee representative, appointed by the Senior Committee (1)
 - d. Coach representative, appointed by the Coaches Committee (1)
 - e. Zone representative appointed by each of the five Zones (5)
 - f. At least one At-Large member, appointed by the Pacific Swimming General Chair (1)
 - g. Athlete Representatives sufficient to comprise at least 20% of the voting membership of the committee, appointed by the Athlete Committee
3. Frequency of meetings: the committee shall meet once a month or unless the committee agrees not to meet or is cancelled by the chair with advanced notice. Additional subcommittee meetings shall be scheduled as need for subcommittee projects. Meetings shall be at the call of the Chair, or of any three members of the committee, with at least five days' notice.
4. The committee shall review all programs requesting support from Pacific Swimming, and shall otherwise implement all aspects of the Disability, Diversity, Equity, and Inclusion Program detailed in section XIV of these Policies and Procedures.
5. The DDEI Chair or designated representative shall serve on the Budget Committee, and as a non-voting participant on the Age Group, Senior, Investment, and Finance committees.

J. Finance Committee

1. ~~The Finance Committee is established by Article 7 of the Pacific Swimming Bylaws, and shall operate as detailed therein.~~
1. The Finance Committee operates as established in Article 7 of the Pacific Swimming Bylaws, and ensures that all financial operations are conducted under the highest standards of integrity and ethics and in compliance with strict internal controls to safeguard the organization's assets and provide a strong financial foundation.
2. Committee Members are as established in Article 7 of the Pacific Swimming Bylaws.
3. Term Limits: as specified in the Pacific Swimming Bylaws for elected members.
4. Frequency of meetings: the Committee shall meet monthly at least ten times per year, and more often as needed to conduct the business of the Committee. Meetings shall be at the call of the Chair, or of any three members of the Committee, with at least five days' notice.
5. Duties as outlined in Pacific Swimming Bylaws Article 7, and additional policies in Pacific Swimming Policies & Procedures section II (Budget and Finance).

Q.P. Safe Sport Committee ~~(reserved for future use)~~

1. The Safe Sport Committee oversees, promotes, and assists with implementation of Safe Sport policies and practices throughout Pacific Swimming, as promulgated by USA Swimming and the U.S. Center for SafeSport. The Safe Sport Committee and its members spread the message of Safe Sport and raise awareness for the LSC's member clubs. Their role is to promote and educate, but is not to investigate Safe Sport incidents.
2. **Voting committee members:**
 - a. Safe Sport Coordinator, appointed by the LSC General Chair (1)
 - b. One Safe Sport representative appointed by each Zone (5)
 - c. At least two Athlete Representatives (2)
3. **Term limits:** none except as specified in the Bylaws for elected or appointed members.
4. **Frequency of meetings:** the committee shall meet monthly at least ten times per year, and more often as needed to conduct the business of the committee. Meetings shall be at the call of the Chair, or of any three members of the committee, with at least five days notice.
5. **LSC Safe Sport Coordinator - duties and responsibilities**
 - a. Chair meetings of the Pacific Swimming Safe Sport Committee.
 - b. Represent Pacific Swimming at USA Swimming Zone and National Safe Sport meetings, and at other meetings requiring Pacific Swimming Safe Sport representation.
 - c. Communicate relevant Safe Sport information and updates to the LSC and the Committee.
 - d. Be knowledgeable about all Safe Sport Program components and generally be able to describe the Safe Sport Program Framework.
 - e. Understand the complaint reporting structure and immediately refer all reports of Safe Sport related violations to the national office.
 - f. Serve as a Safe Sport "ambassador" for Pacific Swimming.

- g. Work with the LSC webmaster to post Safe Sport materials and/or link to USA Swimming Safe Sport program site and be able to direct members to relevant materials.
 - h. Advise and assist the LSC and its Club and individual members as needed with Safe Sport Certification, training, or issues that may arise.
 - i. Serve as an information resource for LSC clubs and members, helping to identify and connect them with local educational partners and resources.
 - j. Work to encourage and increase training opportunities for the LSC, possibly including:
 - (1) Incorporate Safe Sport into Swimposium, House of Delegates, or other LSC hosted meetings/workshops.
 - (2) Work with meet hosts to include Safe Sport information/fliers in meet information, heat sheets, meet packets, etc.
 - (3) Develop strategy to encourage parents and athletes to take the free training provided by USA Swimming for Safe Sport.
 - (4) Share successful ideas with national office staff to share across other LSCs.
 - k. Solicit and receive feedback and suggestions on the Safe Sport policies and programs from the LSC clubs and membership, and provide that feedback to the USA Swimming Safe Sport Committee and national office staff.
 - l. Perform other functions as necessary in the fulfillment of USA Swimming's continuing efforts to foster safe, healthy and positive environments for all its members.
6. **Zone Safe Sport representatives - duties and responsibilities**
- a. Represent their Zone and vote at meetings of the Pacific Swimming Safe Sport Committee, and at other meetings requiring Safe Sport representation from their Zone.
 - b. Communicate relevant Safe Sport information and updates to their Zone members.
 - c. Serve as a Safe Sport "ambassador" for their Zone.
 - d. Generally, serve as an extension of the LSC Safe Sport chair, helping to carry out their duties and responsibilities within each Zone.

SECTION XX

CRISIS MANAGEMENT AND DISASTER RECOVERY PLAN

[new section - showing only minor changes from existing stand-alone document]

- A. 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.

B. 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 ensuring 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.

C. Descriptions ~~or~~ of Key Positions:

1. **Spokesperson.** General Chair or Designee - The person authorized to speak to the news media, public, membership, and stakeholders 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 shall be constantly 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.** The General Chair and Information Officer may collaboratively identify other individuals 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, Leagues, Coaches, Athletes, Non-Athletes
 - d. Parents/Guardians of Pacific Swimming member athletes
 - e. LSC Volunteers (committees, events, etc.)
 - f. Partner Organizations and Sponsors
 - g. Media and the Public

D. General Procedures

1. The General Chair, or their 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 their

designee, in consultation with selected board members and staff, shall 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 their designee, shall serve as the Spokesperson in the event of a crisis. If approached, board members should refer all inquiries to the designated Spokesperson.
4. The Board of Directors shall review the current LSC crisis management plan at the first Board of Directors meeting following the fall Pacific Swimming HOD meeting, to ensure that all board members are aware of the procedures and their roles during a crisis. The General Chair shall bring forth for board approval two recommended appointees to serve as a potential crisis Information Officer for the upcoming year. These appointees shall 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 shall select one of the two approved appointees as the Information Officer for that situation. That selection shall be based primarily on the nature of the crisis with respect to both the board position of the selected appointee and their relationship to the crisis situation.

E. Best Practices. In the event of a crisis, the Board of Directors of Pacific Swimming shall 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 and facilitate media training for the designated Spokesperson and staff members to learn strategies to effectively deal with the media during times of crisis. Pacific Swimming board members and staff shall remain focused under pressure to allow for the best possible handling of the crisis. It is imperative to ensure that the business operations of Pacific Swimming continue to be carried out effectively and professionally during any time of crisis.
3. 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 shall be designed to help manage the first 48 hours of an emergency.
4. 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).
5. Board members should direct phone calls and emails 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.
6. As soon as possible upon receipt of any information pertaining to the crisis, board members should immediately relay information to the Information Officer.

7. Private conversations among board members are the preferred method of communication during a time of crisis. Members of the Pacific Swimming Board of Directors should minimize the use of email communications related to any existing crisis during the activation of the crisis management plan.
8. The Information Officer shall share information regarding the crisis with the board members and stakeholders of Pacific Swimming at the appropriate time.
9. Issues regarding personnel and Administrative Board of Review matters are to remain confidential.
10. The Pacific Swimming Office shall serve as the permanent repository for all critical Pacific Swimming documents, news releases, and/or fact sheets related to any crisis.

F. 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 shall either activate an intervention/mediation plan or appoint one of the two approved Information Officers to initiate an investigation.
3. **Appointment of the Information Officer.** Based on the nature of the crisis, the General Chair shall appoint an Information Officer from the two individuals previously approved by the Pacific Swimming Board of Directors to initiate the investigation. This investigation should:
 - a. Assess what, when and where it happened.
 - b. Determine who is affected.
 - c. Identify why it happened and/or what or who caused it.
 - d. Investigate and assess the reaction to the incident.
 - e. Interview and collect all facts and documents.
 - f. Assess possible repercussions of the incident.
 - g. Ascertain when more information might become available.
 - h. Present recommendations to the General Chair as to how to prevent a recurrence.
4. **Contact information for the Information Officer is listed in Appendix A and Keep Information Officer Updated.** Board members should supply ~~them~~ the Information Officer with any pertinent information as soon as they are made aware. Contact information for the Information Officer is listed in the Key Positions section below.
5. **Activation of Crisis Communication Team.** Depending on the situation, the Information Officer shall convene the primary and/or primary and secondary crisis communication team(s) via conference call or in-person meeting.
 - a. The crisis communication team shall 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.
6. **Before Going Public – the Crisis Communication Team shall:**
 - a. The Crisis Communication Team shall aAssess the situation to determine facts and begin planning based on information gathered and presented by the Information Officer.

- b. ~~The crisis communication team shall c~~Compose an appropriate response to the crises.
- c. ~~The crisis communication team shall c~~Construct a plan/process and timetable that appropriately addresses the crisis.

7. Communication with the Public - Crisis Communication Team:

- a. In consultation with the General Chair, the Information Officer alerts key stakeholders.
- b. The Spokesperson begins external communication.
- c. Update the website as needed.
- d. Continually evaluate message effectiveness as the situation progresses.
- e. Implement methods for updating both internal and external communication with added information as it becomes available.
- f. Distribute post-crisis communications to appropriate audiences.

8. 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. Complete all interaction with media contacts.
- 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 shall 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 them 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.

G. DISASTER RECOVERY PLAN

1. **Purpose.** It is imperative that Pacific Swimming has procedures in place to continue 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 the plan should include the following:
 - a. Maintain a complete inventory of all physical assets of Pacific Swimming. Update databases and spreadsheets annually and record major acquisitions as they occur.
 - b. Maintain a daily online backup of the office computers, key databases, and financial files.
 - c. Storage of copies of all bank account numbers, legal documents, board minutes, committee reports, insurance policies, etc. in a safe and secure place.
 - d. 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.
 - e. Establish a network of community organizations that could be called upon during specific types of crises.
 - f. Review and revise the disaster recovery plan at least once a year with office staff and the General Chair.

H. KEY POSITIONS – through August 31, 2025

1. Spokesperson

Lehla Irwin, General Chair

Email: lirwin@pacswim.org

Tel: (707) 849-8319

2. **Alternate Designate**

Verónica Hernández, Administrative Vice-Chair **Email:** vhernandez@pacswim.org

Tel: (408) 893-3732

3. **Information Officer(s)**

Mary Ruddell, **Staff** Treasurer

Email: mruddell@pacswim.org

Tel: (925) 768-8926

Cindy Rowland, Administrative Director

Email: cindy@pacswim.org

Tel: (925) 787-2707

4. **CRISIS COMMUNICATION TEAM**

Primary Team Spokesperson(s): Lehla Irwin, Verónica Hernández

Information Officers: Cindy Rowland, Mary Ruddell

Staff Support: Laurie Benton, Member Services **Email:** laurie@pacswim.org