

**Meeting Title: Pacific Swimming Board of Directors Meeting**

**Date: November 20, 2019**

**Attendance:**

Board members attending are noted by an 'x' in the table below/ board members not present but excused are marked with an 'E'. Team representatives and guest in attendance are also noted.

David Cottam	X	Don Heidary		Debbi Tucker	X	<b>Zone Reps</b>		<b>Athlete Reps</b>		<b>Guests</b>	
Leo Lin	X	Carlene Takaki	X	Mike Piccardo	X	1N – Laura Mictchell/Larry Rice	X	Jivana Nagpal		Millie Nygren	X
Veronica Hernandez	X	Michael Allegretti	X	Jay Rowland	X	1S – Mark Taliaferro	X	Taylor Rohovit	X	Christopher Lam	X
Daniel Cottam	X	Kent Yoshiwara		Clinton Benton	X	2 – Peter McNamara	X			Valerie Rudd	X
Kyle Kikuta		Kelly Schott	X			3 – Kevin Twohey		<b>Office</b>			
Marie Lin	X	Mike Davis	X			4 - Jerry Rudd	X	Cindy Rowland	X		
Mary Ruddell	X	Don Bautista				4 - Jim Morefield	X	Laurie Benton	X		
William Chong	X	David Benjamin	X					Diana Fetterman	X		
								Jeannette Soe			
								Annie Stein	X		

TOPIC	DISCUSSION - CONCLUSION	RECOMMENDATION/ ACTION	FOLLOW- UP DATE
<b>Meeting Called to Order</b>	Meeting was called to order by David Cottam 7:30 PM		
<b>Conflict of Interest</b>	Meeting opened with question of any member having a financial conflict of interest. Clint Benton and Jay Rowland indicated they are married to a staff employees		
<b>Minutes from Previous Meeting</b>	September 18,2019 BOD Meeting minutes revised and approved.		
<b>Officer's Reports</b>			
<b>Chair</b>	David Cottam: <ol style="list-style-type: none"> <li>The By-Laws were reviewed by 2 members of USA Swimming who suggested that a number of changes should be considered. The Governance Committee is addressing this issue.</li> <li>Safe Sports now has a full committee with representatives from each Zone and 7 athletes.</li> <li>Dave Cottam has accompanied several athletes as they are visiting Clubs in order to recruit Athlete Representatives. The goal is at least one athlete representative per club. So far 19 out of 122 Clubs have athlete representatives</li> <li>The Crisis Management Plan was updated and posted - See Motion 1911CL1 and document attached. The Crisis Management Plan has been activated - See Vice Chair Program Operations report</li> <li>Committee Chairs are asked to inform Dave and Diana Fetterman of the names of the members of their Committee</li> <li>Dave reported that Anneliese Eggert has passed away. She had been extremely involved in the development of USA Swimming and was a founding member of Pacific Swimming. She has mentored</li> </ol>	Post on Pacific Swimming website a detailed summary of Annaliese's accomplishments for USA-S	

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	<p>many, many officials, had many roles and occupied many offices of Pacific and United States Swimming and had enormous influence regarding the Rules having been Secretary of the USA Swimming Rules Committee for many years, and she was actively consulted up to her death at 91. Clint Benton represented Pacific Swimming at her Celebration of Life. A committee consisting of Mike Davis, Clint Benton, and Chris Lam will look into how we can recognize her for all she has done. The two main ideas are renaming Pacific Swimming's Volunteer of the Year Award after her, or naming the Far Westerns Long Course after her.</p> <p>7. Congratulations to Jeanette Soe on her invitation to officiate at Olympic Trials</p>		
<b>Vice Chair – Program Operations</b>	<p>Leo Lin</p> <p>Clarification regarding the results of the civil lawsuit by Jane Doe against United States Swimming, Pacific Swimming, and Stockton Swim Club regarding the actions of one of Stockton's Coaches</p> <ol style="list-style-type: none"> <li>1. All three entities were represented by lawyers obtained by United States Swimming. Risk Management (the insurance agency for United States Swimming) negotiated with Jane Doe regarding a settlement and Risk Management agreed to settle on \$1 million on behalf of Stockton Swim Club and \$125,000 on behalf of Pacific Swimming. As a result Stockton Swim Club and Pacific Swimming were dropped from the lawsuit and only United States Swimming went to trial. The results of the 13 day trial which ended on November 15 were that United States Swimming was not found to be liable.</li> <li>2. The Crisis Management Plan has been activated so any inquiries regarding this issue should be referred to Dave Cottam. A statement will be posted on the website which inquirers can be referred to once it is up.</li> </ol>		
<b>Vice Chair – Program Development</b>	Veronica Hernandez –No Report		
<b>Treasurer</b>	<p>Mary Ruddell:</p> <ol style="list-style-type: none"> <li>1. Explained the financial reports</li> <li>2. The financial reports were approved</li> </ol>		
<b>Age Group</b>	Kyle Kikuta – not present		
<b>Sr. Committee</b>	<p>Dan Cottam</p> <p>The new format for Senior T&amp;F meet was well received. The committee has decided to follow the Scratch Box format for all Senior T&amp;F meets</p>		
<b>Registration</b>	Laurie Benton - See report.		
<b>Report/Recom - Staff</b>	<p>Cindy Rowland:</p> <p>Getting ready for year's end</p>		
<b>Consent Calendar</b>	Consent Calendar approved		
<b>Athletes</b>	<p>Taylor Rohovit</p> <ol style="list-style-type: none"> <li>1. At the Leadership Camp in October the Athlete Reps met with the swimmers and provided information on Safe Sport and MAAP. The athletes completed a Survey regarding Safe Sport issues and how they felt</li> </ol>		

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	<p>regarding certain issues and experiences.</p> <p>2. More in-depth questions will be developed and sent out to the athletes in order to get a better understanding of the results of the survey. This will occur after January once we have an accurate list of all the athlete representatives.</p> <p>3. Jivana Nagpal presented information about Athlete Representatives at the Diversity Camp</p>		
Diversity	<p>Veronica Hernandez:</p> <p>1. Pictures from the Diversity Camp and Summit were shared</p> <p>2. The following Grants have been approved by the Diversity Committee and we ask approval to release the money.</p> <p>a. Oaklantis (OAK) \$6500</p> <p>b. Oakland Undercurrents (ONDA) \$2180</p> <p>c. Willets (WILL) \$3800</p> <p>d. Northern Nevada (NNA) \$2500</p> <p>Total is \$14,980 leaving \$15,020 for the spring grant cycle.</p> <p>Release of funds were approved</p>	Mary Ruddell will issue checks	
Officials	<p>Mike Davis:</p> <p>1. Mike Davis is Meet Referee for Western Zones Spring Sectionals at Federal Way</p> <p>2. Western Zone's Sectional in December will be in East LA , Southern California</p>		
Camps	<p>Cindy Rowland:</p> <p>1. Leadership Camp went well</p> <p>2. About 23 athletes attended</p>		
Zone Reports			
Zone 1N	<p>Larry Rice :</p> <p>Next meeting January 13</p>		
Zone 1S	<p>Mark Taliaferro:</p> <p>ZAM dates are set and they will be hosting at the Santa Clara International Pool</p>		
Zone 2	No report		
Zone 3	No report		
Zone 4	See report		
Old Business	None		
Old Motions	<p><b>Motion 1909MR2" Revision of Convention Reimbursements.</b></p> <p>Change Section V.A.2c(1) and add Section V.A.5 in the Policies and Procedures</p> <p>Section V.A. 2c</p> <p>1) <b>Full Share Financial Assistance:</b> Individuals or their elected/appointed alternates serving in the following positions: General Chair, Vice Chair - Program Development, and Vice Chair - Program Operations, Senior</p>	Passed	

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	<p>Chair, Age Group Chair, Coach Representative(s), and Senior Athlete Representative(s). Note: The General Chair may select Committee Chair(s) <i>or others</i> serving on the Board of Directors to receive full funding.</p> <p>Section V.A</p> <p>5. <i>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 .</i></p> <p>Mary Ruddell, Marie Lin, 2nd (P&amp;P, 30 days)</p> <p>Amendment: Change Section V.A.6 2c(2) iii iii. Half of the cost of a standard double room including all taxes as quoted in Convention registration forms. Should two individuals from Pacific Swimming share a room, the individual shall receive <del>25%</del> <i>50%</i> of the cost of the room. These expenses shall be supported by receipts.</p> <p>Add Section V.A.6</p> <p>6. <i>When rooms are shared, in no case shall Pacific Swimming reimburse more than 100% of the cost of the room.</i></p> <p>Leo Lin, Larry Rice, 2nd</p> <p>Amendment Passed, and Amended motion 1909MR2 Passed</p>		
New Business	None		
New Motions	<p><b>Motion 1911CL1 Revised Crisis Management and Disaster Recovery Plan</b> Accept the 11/1/19 Revised Crisis Management and Recovery Plan - See document below Clint Benton, Mary Ruddell 2nd</p>	Passed	
	<p><b>Motion 1911MD1 Approve Revised 2020 BOD, EXE, and HOD 2020 Meeting Schedule</b> 2020 BOD and HOD Schedule Jan 15 -EXE 7:30 Conference Call Feb 19 BOD 7:30 TBD March 18 EXE 7:30 Conference Call Apr 15 BOD 7:30, TBD May 17 HOD 5:30 Courtyard San Jose North May 20 EXE 7:30 Conference Call July 15 BOD 7:30 San Ramon Courtyard Sept 16 BOD 7:30 San Ramon Courtyard Oct 11 HOD 9:00 AM TBD Oct 21 EXE 7:30 Conference Call Nov 18 BOD 7:30 San Ramon Courtyard</p>	Passed	

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	<p>Mike Davis, Jay Rowland, 2nd</p> <p>Discussion:</p> <ol style="list-style-type: none"> <li>1. Cindy Rowland reports that this San Ramon Courtyard Conference room will be undergoing renovation starting in February and is scheduled to be complete by the time our July BOD meeting takes place</li> <li>2. Courtyard has offered several sites for our February and April meetings at the same rate we will be paying for this room. Zone 2 which also meets in this room has chosen Pleasanton Courtyard at Hopyard.</li> <li>3. Mike Davis entertained the motion to amend Motion 1911MD1 to include the Pleasanton site as the location of the February and April meetings</li> </ol> <p><b>Motion 1911MD2 Choose site for February and April BOD</b>  BOD February and April meetings should be located at Pleasanton Courtyard at Hopyard  Mike Davis, Veronica Hernandez 2nd  This motion passed and the Amended Motion 1911MD1 passed</p>		
<b>Next Meeting</b>	EXE Committee meeting will be January 15 via teleconferencing, BOD meeting will be February 19		
<b>Meeting Adjourned</b>	<b>8:30 PM</b>		

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 designed 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)      **Tel:** (925) 787-6492

Laurie Benton, Membership & Registration      **Email:** [laurie@pacswim.org](mailto:laurie@pacswim.org)      **Tel:** (925) 822-7913

REVISED: 11/1/2019