



**2012 LSC
Leadership
Workshop
Participant
Handouts**

Table of Contents

HOW TO DEVELOP A MISSION STATEMENT	1
LEGAL RESPONSIBILITIES OF A NONPROFIT BOARD	3
SUGGESTED INDEX FOR BOARD MEMBER HANDOUTS.....	5
CONSENT AGENDAS.....	6
MEETING TECHNIQUES	9
STATEMENT OF PRINCIPLES-CONFLICT OF INTEREST (PV SWIMMING).....	10
SAMPLE WHISTLEBLOWER POLICY	12
SAMPLE DOCUMENT DESTRUCTION POLICY.....	14
CRISIS MANAGEMENT PLAN	16
BOARD SELF-ASSESSMENT SURVEY.....	18
STRATEGIC THINKING PRE-RETREAT EXERCISE (SWOT)	19
SAMPLE POLICY MANUAL TABLE OF CONTENTS (MA SWIMMING).....	21
GENERAL CHAIR JOB DESCRIPTION.....	24
CHECKLIST – 10 KEY FINANCIAL QUESTIONS	26
LSC REPORTING REQUIREMENTS	27

HOW TO DEVELOP A MISSION STATEMENT

What is a mission statement?

Every organization has a mission, a purpose, a reason for being. As such, every organization needs to define its fundamental purpose, philosophy, and values. The mission statement clarifies the essence of organization existence. It describes the needs the organization was created to fill, explains why the organization exists, and what it hopes to achieve in the future. It articulates the organization's essential nature, its values, and its work.

Why have one?

Without guidance, it is difficult to establish boundaries for appropriate course of action. The mission statement provides the basis for evaluating the success of the organization and its programs. It helps to verify if the organization is on the right track and making the right decisions. It provides direction when the organization faces new challenges or opportunities. Attention to mission helps leadership adhere to its primary purpose and helps during conflicts by serving as a touchstone for every decision. A powerful mission statement can also be helpful in attracting volunteers, donors, and community involvement.

When should it be reviewed?

It is important to reassess the organization's mission on a regular basis. If it has been more than five years, now is probably a good time to review and, if necessary, fine-tune or even rewrite the mission statement. All too often an organization's mission statement, which has been handed down over the years, loses relevance and ceases to speak to members, staff, board members, or supporters. Frequently, the landscape within which an organization operates changes so markedly over a period of time, that the original mission must be updated, altered, or changed dramatically in order to address new realities.

Who should create or revise it?

Creating a mission statement is a group effort. Board members, staff, members, alumni and donors can provide valuable input during the creative process. The final wording should be approved by the board.

What do we do with our mission statement?

The mission statement should be referred to continuously. It should be present everywhere: on the letterhead, all communications, all brochures, and all official documents.

How to write a mission statement?

An effective mission statement is concise, to the point, realistic, operational, inspirational, informative, and even emotional. It is forward-thinking, positive, and describes success.

An effective mission statement must resonate with the people working in and for the organization, as well as with the different constituencies that the organization hopes to affect. It must express the organization's purpose in a way that inspires commitment, innovation, and courage - not an easy task!

At the very least, your organization's mission statement should answer three key questions:

- 1. What are the opportunities or needs that we exist to address?** (the purpose of the organization)
- 2. What are we doing to address these needs?** (the business of the organization)
- 3. What principles or beliefs guide our work?** (the values of the organization)

You can begin the process of drafting a mission statement by asking staff, volunteers, and constituents to list words, phrases, or ideas that come to mind with respect to the organization and its purpose, business, and values. Give everyone a chance to be heard. Look for language and concepts that enjoy broad consensus. Here are three mission statements that attempt to answer these questions.

Your Mission Statement Should:

- Express your organization's purpose in a way that inspires support and ongoing commitment.
- Motivate those who are connected to the organization.
- Be articulated in a way that is convincing and easy to grasp.
- Use proactive verbs to describe what you do.
- Be free of jargon.
- Be short enough so that anyone connected to the organization can readily repeat it.

Sample Swim Club Mission Statements:

- To have a nationally recognized aquatics program that teaches and trains all levels of swimmers, emphasizing individual progress, team unity and family participation.
- We, the XYZ Swim Club are committed to excellence and dedicated to developing world class citizens and world class athletes.
- The mission of XYZ Aquatic Club is: To protect and promote the mutual interests of its individual members and to encourage development of the athlete's fullest potential.
- To empower young people to be champions in and out of the water for a lifetime.
- The mission of XYZ Aquatic Club is to develop student-athletes who are a credit to society.

References

Radtke, Janel M.,(1998) "How to Write a Mission Statement" , *Strategic Communications for Nonprofit Organizations: Seven Steps to Creating a Successful Plan*, Hoboken NJ: Wiley & Sons, Inc.

Grace, Kay Sprinkel. (2003) *The Nonprofit Board's Role in Setting and Advancing Mission*. Board source, 2003.

LEGAL RESPONSIBILITIES OF A NONPROFIT BOARD

According to nonprofit corporation law, a board member should meet certain standards of conduct and attention to his or her responsibilities to the organization. Along with attention to programs, finances, and fundraising, nonprofit board members should understand the regulatory environment in which their organizations operate. Fundamental legal principles and complex tax laws govern the work of nonprofit boards and board members.

The duties of the nonprofit board can be summed up in the “three D’s”: the duty of care, duty of loyalty, and duty of obedience.

Duty of Care

Board members must exercise due care in all dealings with the organization and its interest. Directors should be reasonably **informed** about the organization’s activities, **participate** in collective decisions, and do so in good faith and with the care of an ordinary **prudent person** in similar circumstances. This includes careful oversight of financial matters and reading of minutes, attention to issues that are of concern to the organization and raising questions whenever there is something that seems unclear or questionable.

The duty of care is carried out by the following acts:

- Attendance at meetings of the board and appropriate committees
- Advance preparation for board meetings, such as reviewing reports and the agenda prior to meetings of the board
- Obtaining information (in the context of the board meeting), before voting, to make good decisions – unless otherwise assigned to find data or research that informs discussion in the board room
- Use of independent judgment
- Periodic examination of the credentials and performance of those who serve the organization
- Frequent review of the organization’s finances and financial policies
- Compliance with filing requirements, particularly annual information returns

Duty of Loyalty

The duty of loyalty requires board members to exercise their power **in the interest of the organization** and not in their own interest or interest of another entity, particularly one in which they have a formal relationship. When acting on behalf of the organization, board members must put the interests of the organization before their personal and professional interests.

Conflicts of interest, including the appearance of conflicts of interest, must be avoided. This includes personal conflicts of interest or conflicts with other organizations with which a board member is connected.

In practice, the duty of loyalty is carried out by the following acts:

- Disclosure of any conflicts of interest
- Adherence to the organization's conflict-of-interest policy
- Avoidance of the use of corporate opportunities for the individual's personal gain or benefit
- Nondisclosure of confidential information about the organization.

Duty of Obedience

Obedience to the organization's central purposes must guide all decisions. The board must also ensure that the organization **functions within the law**, both the "law of the land" and its own bylaws and other policies. The directors must remain the **guardians of the mission**.

The duty of obedience is carried out by the following acts:

- Compliance with all regulatory and reporting requirements, such as filing the annual information return (usually, IRS Form 990) and paying employment taxes
- Examination of all documents governing the organization and its operation, such as the bylaws and policies
- Making decisions that fall within the scope of the organization's mission and governing documents.

The enactment of the Sarbanes-Oxley Act of 2002, passed in the aftermath of Enron and other corporate scandals, raised the standards of scrutiny in the private sector for such things as auditor independence, corporate responsibility, financial disclosure, and conflicts of interest. It is not surprising to realize that heightened concern for accountability is carrying over into the nonprofit sector, by law or in practice.

So, it is more important than ever that board members be mindful of their legal responsibilities.

Simply put, board members need to answer the following questions:

- What kind of oversight am I expected to provide?
- When and how can I be found personally liable?
- How can I avoid, or at least minimize, personal liability?

SUGGESTED INDEX FOR BOARD MEMBER HANDBOOK

Prior to or at the orientation, each new board member should receive a board manual that introduces them both to the organization and the board. Although some of this information may have been provided previously to the new board member, the board manual should contain the following written materials and be updated annually:

1. Articles of Incorporation
2. Most recently updated Bylaws
3. History/mission of the organization
4. List of current board members; contact information, terms, committee assignments, etc.
5. Roles and responsibilities of the collective board, including legal, ethical and fiduciary responsibilities
6. Individual board member job description
7. Other Legal documents
8. Conflict of Interest Policy
9. Most recent Audit; approved budget, financial statements
10. The organization's strategic framework/plan, major goals, priorities, mission, vision, values
11. Overview of programs and services
12. Staff information – position, contact information
13. Information on committees, committee assignments, and orientation program
14. Minutes of Previous Year's Board Meetings
15. Dates of future board meetings
16. Other items pertinent to the organization

CONSENT AGENDAS

A consent agenda is a nifty parliamentary tool that packages routine items together for board approval but NOT discussion. Items most often appropriate for the consent agenda include bylaws, financial reports, meeting dates, board member nominations, contracts under a specified amount, etc.

The consent agenda avoid creating a permanent "rubber stamp" board by allowing any board member to have an item removed from the consent agenda if he/she thinks it warrants discussion. Of course, this requires that board members receive supporting materials well in advance of the meeting.

- **What is a consent agenda?**

A consent agenda is a component of a meeting agenda that enables the board to group routine items and resolutions under one umbrella. As the name implies, there is a general agreement on the procedure. Issues in this consent package do not need any discussion before a vote. Unless a board member requests a removal of an item ahead of time, the entire package is voted on at once without any additional explanations or comments. Because no questions or comments are allowed on the content, this procedure saves time.

- **What items should be included in a consent agenda?**

Routine, standard, non-controversial, and self-explanatory are adjectives that well describe consent agenda items. Here are some examples:

- Minor changes in a procedure (E-mail is added as an acceptable method of communication to announce a change in a meeting schedule)
- Routine revisions of a policy (Essential change of dates)
- Updating documents (Address change for the main office)
- Standard contracts that are used regularly (Confirmation of using the traditional in-house contract with a new vendor)
- Confirmation of conventional actions that are required in the bylaws (Signatory authority for a bank account or acceptance of gifts)

Committee and previous board meeting minutes

How do we make a consent agenda function efficiently?

Information on the items to be included in a consent agenda is distributed to board members well ahead of the meeting. This allows thorough examination of the routine items without using up valuable meeting minutes.

If a board member has a question, he or she can contact a referenced colleague to clarify a concern. If this is not helpful enough, during the meeting before a vote, any board member may request that an item from the consent agenda be removed and discussed separately. To keep the process intact and efficient, this is the only comment allowed concerning the contents of a consent agenda. To streamline the process even more, board members could be invited to contact the board chair prior to the meeting to request that an item be removed.

What precautions need attention?

As consent agendas are not yet automatically included in meeting procedures, their use needs to be well explained to all board members to ensure that everyone understands both the rationale and the steps involved. To achieve the objective of a consent agenda - to save valuable discussion time for meaningful issues - it is important to make sure that board members receive support materials well before voting, and that they familiarize themselves with the details.

When putting the agenda together, the board chair and the head coach need to pay special attention to include only items that are suitable for mechanical processing. Board members need to be vigilant so that debatable issues do not accidentally pass through without appropriate deliberation.

SAMPLE CONSENT AGENDA

BOARD OF DIRECTORS MEETING AGENDA

DATE _____

- A. Welcome and Introductions (if necessary)
- B. Any special recognition or announcements
- C. Consent Calendar (Agenda)
 - 1. Minutes of the previous board meeting
 - 2. Board Chair's Report
 - 3. Coach's Report
 - 4. Finance Committee Report
 - 5. Audit Committee Report
 - 6. Routine Approvals
 - 7. Routine Reports
 - 8. Routine correspondence
- D. Governance Committee Proposals for Consideration
 - 1. Proposal of New Board Member Orientation Program
 - 2. Approve revised Committee Descriptions
 - 3. Consider Document revisions
 - 4. Consider undertaking a board self-assessment
- E. Review and Update of Major Program Strategies – 2006 to 2007
- F. Approve Coach Succession Plan
- G. Major Discussion: New Cooperative Programs /Strategic Alliances with other LSCs
- H. 'Board Development Moment'
- I. What have we done in today's meeting toward accomplishing our mission??

MEETING TECHNIQUES

Silent Starts: Take 2 minutes at the beginning of the board meeting for members to write (anonymously) the most important questions the board should address. Read aloud and tally to identify the most crucial issues. Prioritize the agenda.

One Minute Memos: At the conclusion of each discussion item, board members take a minute to write down what they would have said had there been more time. Collect for review by the chair so there is no doubt what is on members' minds.

Counterpoints: Randomly designate 2 board members to make the most powerful counterarguments to initial board recommendations.

Role Plays: Ask subsets of the board to assume the perspective of different constituent groups likely to be affected by the issue at hand. How would they frame the issue, define success and describe a worst case scenario?

Surveys: At the beginning of a new year distribute an anonymous survey to board members that includes questions like: what should top our agenda next year? What are we overlooking? What is the most valuable step we can take to be more effective? What is the most worrisome issue we face? Analysis of the responses (not the loudest voice) drives subsequent discussion

Index cards: for anonymity

Around the room: Some people don't jump into the discussion....ask everyone what they think

5 Finger Consensus: 1: disagree...5 totally agree

Potomac Valley Swimming, Inc.
STATEMENT OF PRINCIPLES
ON ETHICAL BEHAVIOR AND CONFLICT OF INTEREST

Those who choose to serve Potomac Valley Swimming, whether as volunteers or paid professionals, are held to a high standard of conduct. Those who serve must do so without personal gain in order to avoid any institutional loss or embarrassment and to behave in such a way that the organization's trust and public confidence are enhanced. It is important to avoid any real or perceived conflict of interest.

While no set of guidelines can completely define acceptable behavior, the principles that guide behavior in this area, is disclosure, non-participation in the decision making process where personal or family gain is a possibility, and a commitment to honor the confidentiality of organizational information. All conduct is founded on the individual's own sense of integrity. Any individual accepting the honor of serving Potomac Valley Swimming must accept the burdens of public disclosure and public scrutiny.

In our complex society, the mix of volunteer work, business interests, governmental activity, and family relationships often creates potentially conflicting interests. What is required is disclosure of potential conflicting interests when they arise, and strict nonparticipation in any evaluation process relating to the matter in question.

The following seven items reflect specific expectations by PVS of people signing this agreement. These items cannot and do not however completely define what is acceptable. They are intended rather as guidelines and not a precise road map to what is acceptable conduct. Each individual must find his or her own way within this guidance.

1. A good faith effort must be exercised by those signing this statement to conduct the business of Potomac Valley Swimming in observance of both the spirit and letter of applicable federal and state laws.
2. Potomac Valley Swimming properties, services, opportunities, authority and influence are not to be used for private benefit.
3. All individuals who participate with Potomac Valley Swimming will disclose the nature and extent of an actual or potential conflict of interest when it occurs in the evaluation of an issue and will avoid evaluating or voting on the matter involved. This includes the award of contracts, the purchase of goods and services, the award of contracts for professional services, and the allocation of Potomac Valley Swimming resources for individual use.
4. Gifts, cash, travel, hotel accommodations, entertainment, or favors are neither to be given (except with full approval of the Board of Directors) nor received, except those of nominal value exchanged in the normal course of business. Gifts and favors of more than one hundred dollars (\$100.00) value should not ordinarily be accepted. If circumstances render it awkward to refuse such a gift, the donor should be thanked and told the gift is being accepted on behalf of and will be delivered to Potomac Valley Swimming.

5. Expenses incurred in the furtherance of Potomac Valley Swimming business are to be reasonable, necessary and (if twenty-five dollars or more) substantiated.
6. All are expected to exhibit honesty, loyalty, candor and professional competence in their relationships with Potomac Valley Swimming and with each other.
7. Each individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.

ACKNOWLEDGEMENT OF RECEIPT AND UNDERSTANDING

I acknowledge receipt and understanding of Potomac Valley Swimming's Statement of Principles on Ethical Behavior and Conflict of Interest, and I pledge my full support of the spirit and the letter of the requirements contained therein.

Print Name

Signature

Date

Potomac Valley Swimming Position

SAMPLE WHISTLEBLOWER POLICY

General

The Organization's Code of Ethics and Conduct ("Code") requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Organization, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with the Whistleblower Policy.

No Retaliation

No director, officer or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Organization prior to seeking resolution outside the Organization.

Reporting Violations

The Code addresses the Organization's open door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with someone in the Human Resources Department or anyone in management whom you are comfortable in approaching. Supervisors and managers are required to report suspected violations of the Code of Conduct to the Organization's Compliance Officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the Organization's open door policy, individuals should contact the Organization's Compliance Officer directly.

Compliance Officer

The Organization's Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code and, at his discretion, shall advise the Coach and/or the audit committee. The Compliance Officer has direct access to the audit committee of the board of directors and is required to report to the audit committee at least annually on compliance activity. The Organization's Compliance Officer is the chair of the audit committee.

Accounting and Auditing Matters

The audit committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer

shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Audit Committee Compliance Officer
The Organization's Management Staff

SAMPLE DOCUMENT DESTRUCTION POLICY

The Sarbanes-Oxley Act addresses the destruction of business records and documents and turns intentional document destruction into a process that must be carefully monitored.

Nonprofit organizations should have a written, mandatory document retention and periodic destruction policy. Policies such as this will eliminate accidental or innocent destruction. In addition, it is important for administrative personnel to know the length of time records should be retained to be in compliance.

The following table provides the minimum requirements.

This information is provided as guidance in determining your organization's document retention policy.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years
Expense Analyses/expense distribution schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years

Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports	3 years
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws and charter	Permanently
Patents and related Papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

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CRISIS MANAGEMENT

How will you communicate in a crisis situation?

What if?

- Your General Chair is arrested?
- A swimmer is critically injured or killed at a meet?
- Your facility becomes unsafe?
- There is a racially tainted episode?
- Your LSC is sued or is the target of an investigation?
- There is a violent attack at a meet?

Components of a Crisis Management Plan

1. Identify
 - a. your "Information Officer"
 - b. your Crisis Communications Team
 - c. your key stakeholders
 - d. Your spokesperson
2. Create a process
3. Identify best practices
4. Identify a "Crisis Control Center"
5. Review annually

The Information Officer:

- The Commander-in-Chief
- Available and accessible
- Thorough, detail-oriented, able to stay calm

Crisis Communications Team:

- Consists of:
 - Information Officer
 - General Chair,
 - Spokesperson
 - USA Swimming representative
 - Legal counsel.
- Constantly accessible.
- Identify situational contacts
- Have current cell and landline numbers for entire crisis team

Key Stakeholders

- Board of Directors
- Staff and Key Volunteers
- Team Representatives
- Facility personnel (if applicable)
- Media/Public

USA Swimming Media Contacts

- Karen Linhart
 - klinhart@usaswimming.org
 - 719-440-2424
- Jamie Olsen
 - jolsen@usaswimming.org
 - 719-235-8051
- Main number: 8:30 AM-5 PM Mountain
 - 719-866-4578

Create Your Process

1. Information Officer:
 - a. Gather and confirm all the information
 - b. Alert Crisis Comm. Team (day or night if truly a crisis)
 - c. Loop in appropriate stakeholders
 - d. Communicate with USA Swimming
2. Crisis Communication Team
 - a. Formulate your response
 - b. Come up with a plan & timetable
3. Communicate (Spokesperson)
4. Assess situation

Best Practices

1. Don't say "No Comment"-Ever.
2. Don't speculate..."I doubt that is what happened..."
3. Return phone calls and emails.
 - a. Consider in person meetings rather than emails
4. Be obsessive about details.
5. Have ONE person designated to talk to the media
6. Be honest about what you can and cannot say or share
7. Share information with your stakeholders.
8. Make sure everyone has your Information Officer's contact information.
9. Don't "wait it out." Or "Go Silent."

BOARD SELF-ASSESSMENT SURVEY

Review the list of basic board responsibilities. Indicate whether, in your opinion, the board currently does a good job in an area or whether the board needs to improve its performance.

	Does Well	Needs Work	Consensus
LSC's Mission			
Relationship with Permanent Office Staff			
Program Evaluation			
Fund Raising			
Financial Oversight			
Strategic Planning			
Selection and Orientation of Board			
Public Relations and Advocacy			
Board Operations			
Board Liability and Risk Management			

Strategic Thinking Pre-Retreat Exercise

SWOT

(Strengths, Weaknesses, Opportunities, Threats)

A candid assessment of the strengths and weaknesses of your organization will help identify assets to build on, liabilities and vulnerabilities facing the organization, and new capabilities that are needed.

Strength and assets can include staff, volunteers, traditions, finances, facilities and any other resources associated with the organization.

Please list TWO strengths and TWO weaknesses of your organization as it faces the future:

Strengths & Assets

- 1.
- 2.

Weaknesses & Liabilities

- 1.
- 2.

It is also important to look outside the organization to examine major opportunities and threats. These might be related to people and communities the organization serves and other major forces or trends (economic, political, social, cultural, technological) which influence the future of the organization.

Please list TWO opportunities and TWO threats which face your organization in the future:

Opportunities

- 1.
- 2.

Threats

- 1.
- 2.

Critical Issues and Choices

A final step is to identify the critical issues or choices facing your organization in the future. Please identify the three or four issues or choices that you judge to be most crucial to the organization's future success.

1.

2.

3.

4.

SAMPLE POLICY MANUAL

TABLE OF CONTENTS

- 1.0 Middle Atlantic Swimming
 - 1.1 Organization
 - 1.2 Objectives
 - 1.3 Mission Statement
 - 1.4 Vision Statement
 - 1.5 Core Values
 - 1.6 Statement of Principles, Ethical Behavior, Conflict of Interest
 - 1.7 Athletes Code of Conduct
- 2.1 Registration
 - 2.1.1 Group Membership
 - 2.1.2 Individual Membership
 - 2.1.3 Early Registration Discount
- 2.2 Insurance
 - 2.2.1 Club
 - 2.2.2 Organization (Affiliated Group)
 - 2.2.3 Individual
- 2.3 Voting members to House of Delegates
 - 2.3.1 General
 - 2.3.2 Club Members
 - 2.3.3 Board of Directors
- 2.4 Meetings
 - 2.4.1 House of Delegates
 - 2.4.2 Board of Directors
- 3.0 Financial
 - 3.1 Monetary
 - 3.1.1 Deposits and Records
 - 3.1.2 Disbursements
 - 3.1.3 Reports
 - 3.2 Expenses
 - 3.2.1 Payments to vendors
 - 3.2.2 Purchases
 - 3.2.3 Zone Team Expenses
 - 3.3 Middle Atlantic Travel Reimbursement
 - 3.3.1 Convention Reimbursement Policy
 - 3.3.2 Eastern Zone Meeting Reimbursement
 - 3.3.3 Zone All-Star Travel
 - 3.3.4 Seminars and Workshops
- 4.0 Travel .
 - 4.1 Athlete Travel Assistance – effective 9/1/2009
 - 4.2 Foreign Athletes / Travel
- 5.0 Eastern Zone Meets 24
 - 5.1 Short Course – All-Star Meet
 - 5.1.1 Short Course - Meet regulations
 - 5.1.2 Short Course - Athlete eligibility
 - 5.1.3 Short Course - Selection of athletes
 - 5.1.4 Short Course - Zone team database
 - 5.1.5 Short Course - General Information
 - 5.2 Short Course – Staff
 - 5.2.1 Short Course - Coaches
 - 5.2.2 Short Course - Team Manager
 - 5.2.3 Short Course - Chaperones
 - 5.3 Long Course - All Star Meet
 - 5.3.1 Long Course – Meet regulations
 - 5.3.2 Long Course - Athlete eligibility
 - 5.3.3 Long Course – Meet Entry
 - 5.3.4 Long Course - General Information
 - 5.4 Long Course - Staff

- 5.4.1 Long Course – Coaches
- 5.4.2 Long Course - Team Manager
- 6.0 Meet Administration
- 6.1 Financial
 - 6.1.1 Entry and rebate fees
 - 6.1.2 LSC-hosted meets
 - 6.1.3 Club-hosted meets
 - 6.1.4 Penalties
- 6.2 Meet and Safety Directors
 - 6.2.1 General
 - 6.2.2 Certification
- 6.3 Officials
- 6.4 Entries
 - 6.4.1 Acceptance of Entries
 - 6.4.2 Guideline - Entry date for non-MA teams
 - 6.4.3 Ten and Under Rule
 - 6.4.4 Deck Entries
 - 6.4.5 Non-Conforming Times General
 - 6.4.6 Meets with „A“or better Qualifying Times (inc Championship Meets)
 - 6.4.7 A/BB/C, or Comparable Meets
 - 6.4.8 Meets with Mixed Events Standards
- 6.5 Rules
 - 6.5.1 Four Hour Rule
 - 6.5.2 Scratch Rule
 - 6.5.3 Deck Seeding
- 6.6 Awards
- 6.7 Time Trials
- 6.8 Reports
- 7.0 Types of Meets
 - 7.1 Sanctioned meets
 - 7.1.1 Definition
 - 7.1.2 Requirements and Conditions
 - 7.1.3 Times
 - 7.2 Approved Meets
 - 7.2.1 Definition
 - 7.2.2 Requirements
 - 7.2.3 Times
 - 7.3 Observed Meets
 - 7.3.1 Definition
 - 7.3.2 Requirements
 - 7.3.3 Times
 - 7.4 Accepted Meets
 - 7.4.1 Definition
 - 7.4.2 Requirements
 - 7.4.3 Times
- 7.5 Fees for sanctioned & accepted meets
- 8.0 Open Water
 - 8.1 Mission Statement
 - 8.2 Goals
 - 8.3 Objectives
 - 8.4 Administration
 - 8.4.1 Application to host Middle Atlantic Open Water Event:
 - 8.4.2 Bids to host National Championship/International events.
 - 8.4.3 Splash Fees
 - 8.4.4 Time Lines and Administrative Procedures
 - 8.5 Open Water Travel Funding
 - 8.5.1 General
 - 8.5.2 Procedures for Funding
 - 8.6 Club Run Open Water Meets
 - 8.7 Middle Atlantic Open Water Swimming Championships

- 8.8 Eastern Zone Qualifiers
- 9.0 Safety
 - 9.1 Bulkhead safety
- 10.0 Officials
 - 10.1 Officials at LSC-hosted meets
 - 10.2 Whistle Command / No Recall False Start
 - 10.2.1 Background
 - 10.2.2 Rationale
 - 10.2.3 Whistle Start Procedure Overview
 - 10.2.4 Whistle Start Procedure Detail
 - 10.2.5 Whistle Start Procedure Rule
 - 10.2.6 Whistle Start Implementation
 - 10.2.7 No Recall False Start Overview
 - 10.2.8 No Recall False Start Detail
 - 10.2.9 No Recall False Start Rule
 - 10.2.10 No Recall False Start Implementation

GENERAL CHAIR JOB DESCRIPTION FROM MODEL BYLAWS

GENERAL CHAIR: The General Chair shall oversee and have general charge of the management, business, operations, affairs and property of XXSI, and general supervision over its officers and agents; shall call meetings when and where deemed necessary; shall preside at all meetings; and, except as otherwise provided in these Bylaws and with the advice and consent of the Board of Directors, shall appoint committee chairmen and members for standing and special committees *or coordinators* as may be necessary to permit XXSI to effectively, efficiently and economically conduct its affairs. The General Chair shall report to the Board of Directors all matters within the General Chair's knowledge that the Board of Directors should consider in the best interests of XXSI.

SAMPLE GENERAL CHAIR JOB DESCRIPTION

- A. The General Chair is a member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an even year for a two year term beginning July 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity for two consecutive terms.

The duties and powers of the General Chair are defined by the LSC By-Laws: The duties and powers of the officers and other Board Members shall be to attend and participate in all meetings of the House of Delegates and the Board of Directors and as follows:

606.7.1 General Chair: The General Chair shall oversee and have general charge of the management, business, operations, affairs and property of the LSC, and general supervision over its officers and agents; shall call meetings when and where deemed necessary; shall preside at all meetings; and, except as otherwise provided in these Bylaws and with the advice and consent of the Board of Directors, shall appoint committee chairmen and members for standing and special committees or coordinators as may be necessary to permit the LSC to effectively, efficiently and economically conduct its affairs. The General Chair shall report to the Board of Directors all matters within the General Chair's knowledge that the Board of Directors should consider in the best interests of the LSC.

Further duties of the General Chair are described in the By-Laws:

- A. Preside at the Executive Committee, Board of Directors and House of Delegates meetings.
- B. See that all duties and responsibilities of the coordinator or the respective division, committee or sub committee in his charge are properly and promptly carried out.
- C. The General Chair along with the Membership/Registration Coordinator, the Secretary, the Finance Vice-chair and the Treasurer, shall be collectively responsible for seeing that all required reports and remittances are made to USA Swimming national headquarters.

In addition to the above, the By-Laws and the LSC Policy & Procedures Manual grants the General Chair the authority / obligation to

- A. Execute deeds, mortgages, bonds, contracts, agreements or other instruments duly authorized.
- B. Sign checks, drafts or other orders for the payment or transfer of money.
- C. Serve as a member of the Budget Committee, the Finance Committee, the Program Development Committee and as the chair of the Personnel Committee
- D. Serve as a member of the Zone Team Committee in regards to selection of athletes and their events and the head coach for the winter team
- E. Call special meetings.

- F. Appoint chairmen of standing committees and other coordinators with the advice and consent of the Board of Directors and the respective division vice-chair.
- G. Appoint up to 10 members as At-Large delegates to the LSC House of Delegates.
- H. With the advice and consent of the Board of Directors, appoint additional delegates to the USA Swimming HOD, if votes are available
- I. With the advice and consent of the Board of Directors, appoint delegates to attend the May meeting of the Eastern Zone House of Delegates.
- J. Receive a resignation from a committee chair or a member of either the Board of Directors or the Board of Review.
- K. Fill a vacancy on the Board of Directors, the Board of Review, the Nominating Committee, a committee chair or a committee member with the advice and consent of the Board of Directors and, where applicable, the respective division vice-chair.
- L. With the Administrative Vice-Chair, generally supervise the permanent office staff.
- M. Receive a copy of decisions rendered by a Board of Review.

CHECKLIST - 10 KEY FINANCIAL QUESTIONS

BOARD MEMBERS SHOULD ASK

1. Have we run a gain or loss?
2. Are our key sources of income rising or falling?
3. Do we have a diversity of funding sources?
4. Are our key expenses under control?
5. Do we have sufficient reserves?
6. Is our cash flow projected to be adequate?
7. Where are we compared with budget?
8. Is our financial plan consistent with our strategic plan?
9. Are we filing all needed reporting documents on a timely basis?
10. Are we fulfilling all of our legal obligations?

**RULE BOOK
ARTICLE 509**

LSC REPORTING REQUIREMENTS

509.1 LSC Model By-Laws: Each LSC, in accordance with its By-Laws, which are based on the “LSC Model By-Laws”, adopted and amended from time to time by the USA Swimming of House of Delegates, shall meet the reporting requirements to USA Swimming contained within the “LSC Model By-Laws”, including, but not limited to a copy of (1) the annual closing Balance Sheet and Statement of Income and Expense and (2) the corresponding federal income tax return (Form 990). The Balance Sheet and Statement of Income and Expense shall be audited or reviewed by an outside auditor or the LSC Finance Committee.

509.2 Financial Requirements: Annually, a copy of the financial reports listed above shall be forwarded to USA Swimming headquarters within five (5) months after the close of the fiscal year for the LSC. Upon submission of a request to extend the time to file its federal income tax return, an LSC may be granted additional time to meet its financial reporting requirements to USA Swimming equal to the extension period (typically three months), provided that the LSC submit a copy of the request for extension with the IRS to USA Swimming at the time the extension is filed and the IRS grants such an extension.

509.3 Suspension of LSC Voting: Should an LSC not be current, including extensions, with its financial reporting requirements to USA Swimming as of 45 days prior to the annual meeting of the USA Swimming House of Delegates, the Board of Directors may, with written notice, suspend the LSC from voting at the House of Delegates meeting, said suspension of votes applying only to the LSC positions entitled to vote in the House of Delegates, excluding any at-large members of the LSC.

**ARTICLE 510
INDEMNIFICATION**

510.1 LSC Requirements: The Board of Directors may set certain requirements, including the adoption of financial controls. Any such requirements shall be published in the minutes and communicated to all LSCs via mail or e-mail. Failure to adopt such requirements may result in a penalty to the LSC.