



Bozeman Barracuda Swim Club
Policy/Procedure No. BSC-1014

CRISIS MANAGEMENT PLAN

Approved by Board: 11/1/2016

New Policy

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PURPOSE OF A CRISIS MANAGEMENT/DISASTER RECOVERY PLAN

A crisis related, directly or indirectly, to the Bozeman Swimming Club (BSC) may occur in a number of different situations including times when the integrity or reputation of the BSC, Montana Swimming and/or USA Swimming is threatened by adverse or negative attention; when, in the eyes of the media, general public, or BSC membership, the BSC does 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 the BSC.

During these times, it is vital that the BSC effectively manages communication through a formal, clearly defined channel in order to mitigate the crisis or any serious negative repercussions while maintaining its reputation of leadership and transparency. This BSC 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 ensure business continuity by protecting the BSC from threats to its physical assets and IT-disabling disasters.

Role of BSC Board of Directors in Crisis Management/Disaster Recovery Planning

Under nonprofit governance laws and best practices, the members of the BSC 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 provide for a defined, written crisis management/disaster recovery plan in place and 2) to know and understand its own role in helping the organization through a crisis.

CRISIS MANAGEMENT PLAN

Descriptions of Key Positions:

- 1) Spokesperson: President 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 President and approved by the BSC Board of Directors. The commander-in-chief of the crisis communication plan who is charged with conducting the preliminary investigation of the crisis situation by gathering information from relevant sources.
- 3) Crisis Communication Team: Members of the crisis communication team must be accessible including times other than typical business hours as may be required.



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- A. Primary Team: Spokesperson, Information Officer, MT Swimming Representative, Legal Counsel, President and Head Coach.
 - B. Secondary Team: Remaining members of the BSC Board of Directors and athlete representatives.
 - C. Situational: Other individuals may be identified collaboratively by the President to serve on the crisis communication team based on their expertise and/or relationship to the situation.
- 4) Stakeholders: Stakeholders are those members of key constituent groups who have a vested interest in the BSC including:
- A. USA Swimming
 - B. Montana Swimming Board of Directors and Staff Members
 - C. Montana Swimming Members – Clubs, Coaches, Athletes, Non-Athletes
 - D. Parents of BSC member athletes
 - E. BSC Volunteers (committees, events, etc.)
 - F. Partner Organizations and Sponsors
 - G. Media and the Public

GENERAL PROCEDURES;

- 1) The President, or his/her designee, is responsible for issues management. It is the responsibility of all BSC board and staff members to constantly monitor the BSC, 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 the BSC. Upon becoming aware of the existence of any potentially harmful situation, board and staff members are required to contact the President with as much information and documentation as possible regarding the potential situation. The President 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 BSC Board of Directors, through the office of the President, 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 President, 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 BSC Meeting of Members, the Board of Directors will review the current BSC 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 President will bring forth for



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board approval a recommended appointee to serve as a potential crisis Information Officer for the upcoming year. This appointee must be a current member of the BSC 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. Once approved by the BSC Board of Directors, the Information Officer will serve until duly replaced by the Board.

- 5) The Secretary shall compile, record and make the following information available to the BSC Board each year:

Crisis Communications Plan - Key Positions

- 1) Spokesperson: NAME (Title i.e. President) EMAIL AND PHONE NUMBER
- 2) Information Officers: NAME (Title)
PHONE
NAME (Title)
PHONE
- 3) Crisis Communication Team:
 - A. Primary Team -- Spokesperson: NAME
Information Officers: NAME
Office Membership: NAME
Office Support: NAME
MT Swimming Representative: NAME
EMAIL, PHONE
Legal Counsel: NAME
EMAIL AND PHONE

BEST PRACTICES:

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

- 1) Crisis prevention is a priority for the BSC and is supported by continually maintaining sound business practices and effective internal and external communications.
- 2) The designated Spokesperson, in conjunction with the Board of Directors should evaluate resources and/or media training for the designed Spokesperson to learn strategies to effectively deal with the media during times of crisis.
- 3) BSC 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



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handling of the crisis and to ensure that the business operations of the BSC continue to be carried out effectively and professionally during any time of crisis.

- 4) The BSC understands the urgency in getting its message out first. This allows the BSC to better control the content and its accuracy as well as stabilizing the situation and solidifying the reputation of the BSC. 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 situation, it is imperative that the BSC communicates the right message. Consultation with legal counsel or other appropriate professionals 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) Upon receipt of any information related to the crisis, board members should immediately relay that information to the Information Officer (ASAP).
- 8) Members of the BSC Board of Directors should minimize the use of email communications related to any existing crisis during the activation of the crisis management plan. Private conversations among board members are the preferred method of communication during this time.
- 9) The Information Officer will share information regarding the crisis with the board members and stakeholders of the BSC at the appropriate time.
- 10) Issues regarding personnel and Board of Review matters are to remain confidential.