MIDDLE ATLANTIC SWIMMING

POLICY AND PROCEDURES MANUAL

Introduction
Purpose and Scope

This Policies and Procedures Manual contains the organizational standards, governance structure, and operational procedures of Middle Atlantic Swimming (MASI). It serves as a guiding framework for all leaders, members, and committees within MASI.

The Board of Directors (the Board) holds the responsibility to ensure the manual remains accurate, relevant, and current through regular review and revision.

In addition, the Board accepts Policy 2.8.0, Board Members' Conduct, to guide its oversight of MASI's governance, operations, and the safeguarding of the LSC's mission, resources, and integrity.

Purpose: The Policies and Procedures Manual is designed to help MASI approach decisions from the perspective of its own previously established standards, values, and expectations by:
- Elevating efficiency of having all ongoing LSC policies in one place.
- Quickly orienting all members to current policies.
- Eliminating redundant or conflicting policies.
- Having greater ease of reviewing current policy when considering new issues.
- Providing clear, proactive policies to guide the Executive Director (Executive Director) and staff, as well as Board officers, members, and committees.

Consistency: The Board will ensure that each policy in this document is consistent with the law, the Articles of Incorporation, and the Bylaws, all of which have precedence over the Policies and Procedures Manual. The Board will also ensure that the Policies and Procedures Manual and organizational practices are consistent with and do not contradict the USA Swimming Rules and Regulations (Rules and Regulations) as established by the USA Swimming House of Delegates (USHOD). Except for time-limited or procedural-only Board decisions (e.g., approving minutes, electing officers, etc.), which are recorded in Board meeting minutes, all standing Board policies shall be included or referred to in the Policies and Procedures Manual. The Executive Director is responsible for developing all operational and administrative policies and procedures of staff that are consistent with the standards set forth in the Policies and Procedures Manual.

Transition: Unless a prior Board resolution or contract obligates the organization regarding a specific matter, the Policies and Procedures Manual supersedes previous Board resolutions and/or policies. If an actual or apparent conflict arises between this Policies and Procedures Manual, other policies or Board resolutions, the matter shall be brought to the Board's attention for resolution.

Changes: The Board will regularly review the Policies and Procedures Manual and, as appropriate, refine it. Proposed revisions may be submitted for Board consideration by any Board member or by the Executive Director. Whenever changes are adopted, the updated document shall be dated and promptly disseminated to the Board and Executive Director.

Specificity: Each new policy will be drafted to fit into the appropriate section of the Policies and Procedures Manual. For consistency, policies should be drafted starting with the broadest policy statement, then adding specificity to the level of detail at which the Board would accept any reasonable interpretation when delegating further decisions relevant to that policy topic (i.e., to the General Chair, Committees, or the Executive Director). For existing policies or operational updates, focus only on the specific changes needed to keep policies clear and consistent.

1. Foundational Standards

1.1 Mission Statement, Vision Statement & Core Values

Date adopted / Last revision: November 10, 2025

.1 **Mission Statement**
Middle Atlantic Swimming advocates the growth and development of our safe and diverse swimming community through education, innovation and a commitment to excellence.

.2 **Vision Statement**
Utilize the sport of swimming to inspire strong leaders, build character, and achieve excellence.

.3 **Core Values**
Safety
Fairness
Leadership
Integrity
Creativity
Innovation

1.2 Compliance Requirement

<u>Date adopted / Last revision</u>: November 10, 2025

All members, staff, and volunteers are expected to comply with the policies and procedures of the organization. Failure to comply with these policies may result in disciplinary action, up to and including termination of position or removal from the organization.

1.3 Membership

Date of adoption / Last revision: November 10, 2025

Membership in MASI is defined in Article 2 of the USA Swimming Corporate Bylaws. Any individual may become a MASI member by fulfilling the requirements established by USA Swimming. All MASI memberships include membership in USA Swimming.

Notwithstanding the provisions of the USA Swimming Corporate Bylaws, Seasonal Membership is not offered through Middle Atlantic Swimming.

1.4 Code of Conduct

Date of adoption / Last revision: November 10, 2025

Members of MASI are bound to the USA Swimming Code of Conduct as outlined in Article 304 of its Rules and Regulations. Any member or prospective member of USA Swimming may be denied membership, censured, placed on probation, suspended for a definite or indefinite period of time with or without terms of probation, fined or expelled from USA Swimming if such member violates the provisions of the USA Swimming Code of Conduct, set forth in 304.3, or aids, abets or encourages another person to violate any of the provisions of the USA Swimming Code of Conduct.

1.5 Statement of Ethics and Conflict of Interest

<u>Date of adoption / Last revision</u>: November 10, 2025

All individuals who serve MASI, whether volunteers, staff, or paid professionals, are expected to uphold a high standard of ethical and professional conduct. While no policy can anticipate every situation or dictate appropriate behavior in all circumstances, MASI expects its representatives to act in accordance with the following core principles:

- **Transparency** in actions and decisions;
- **Recusal** from decisions where a real or perceived conflict of interest exists, particularly involving personal or family interests;
- **Confidentiality** in handling organizational information.

Above all, MASI relies on the personal integrity of everyone to act responsibly and in the organization's best interests. Accepting a role within MASI is both an honor and a responsibility. It entails a duty to uphold public trust through accountability and transparency.

The following outlines specific expectations for conduct. While not comprehensive or exhaustive, these guidelines are intended to provide a framework for appropriate behavior. Everyone is expected to interpret and apply them in a manner consistent with sound judgment, ethical principles, and MASI's mission and values.

.1 **Compliance with Laws**
All business activities conducted on behalf of MASI must reflect a good faith effort to comply with both the spirit and the letter of all applicable federal, state, and local laws and regulations.

.2 **Use of MASI Resources**
MASI resources, including property, services, funds, opportunities, authority, and influence, must be used solely for the benefit of the organization and not for personal gain or advantage.

.3 **Conflicts of Interest**
Any officer, Board member, or committee member with a real or perceived financial or personal interest in a MASI matter must disclose the interest and abstain from related discussions and votes. The remaining disinterested members will determine whether a conflict exists and record the disclosure and decision in the minutes.

Members shall not use their position or confidential information for personal gain or to benefit others. All actions must prioritize MASI's best interests. Failure to disclose or comply with this policy may result in removal from office or committee assignment.

1.6 Whistle Blower and Anti-Retaliation Policy

Date of adoption / Last revision: November 10, 2025

MASI requires directors, officers, employees, and volunteers to observe high standards of ethical and professional conduct in fulfilling their responsibilities. All individuals representing MASI are expected to act with honesty, integrity and in compliance with all applicable laws and regulations.

.1 **Reporting Responsibility**
This Whistleblower Policy is designed to encourage and enable individuals to report serious concerns internally, allowing MASI the opportunity to investigate and resolve potential misconduct. It is the duty of all board members, officers, employees and volunteers to report any concerns about violations of MASI's code of ethics or suspected violations of law or regulations governing MASI's operations.

.2 **No Retaliation**
MASI strictly prohibits retaliation against any individual who, in good faith, reports a suspected ethics violation or unlawful activity including but not limited to, discrimination, fraud, or regulatory violations. Any person found to have engaged in retaliatory conduct will be subject to disciplinary action, up to and including termination of employment or removal from their role within the organization.

.3 **Reporting Procedure**
MASI promotes an open-door policy and encourages individuals to voice concerns or complaints directly to Board and/or Staff leaders. Leaders are required to document and forward any reported ethical or legal concerns in writing to the Administrative Vice Chair, to ensure complaints are logged and directed to the appropriate authority. Alternatively, concerns may be submitted in writing directly to the Executive Director or the Administrative Vice-Chair.

.4 **Compliance Officer**
The MASI Administrative Vice-Chair and/or a designated member of the Personnel Committee is responsible for overseeing the investigation and resolution of all reported concerns. The Administrative Vice-Chair will keep the Executive Director informed of all complaints and their outcomes.

In cases involving corporate accounting practices, internal controls or auditing concerns, the Administrative Vice-Chair must immediately notify the Finance Vice-Chair and collaborate with the appropriate committee until the matter is resolved.

.5 **Acting in Good Faith**
Anyone reporting a concern must do so in good faith, with reasonable belief that the information provided indicates a genuine violation. Allegations that are found to be knowingly false, malicious, or made with reckless disregard for the truth will be considered a serious offense and may result in disciplinary action.

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

1.7 Document Retention Policy

<u>Date of adoption / Last revision</u>: November 10, 2025

MASI will retain records in an orderly fashion for time periods that comply with legal and government requirements.

.1 **Storage**
Files currently needed for day-to-day operational activities will be retained by MASI. Employees should be sensitive to keep confidential files or materials in a secure location. Files that are no longer needed for daily functions should be archived (guidelines follow). All archived records must be stored in accordance with the Records Retention Schedule outlined below. All electronic storage and software must include backup.

.2 **Electronic storage**
All the retention of documents in digital formats, including files on computers, servers, cloud platforms, email systems, and removable media. Electronic storage must keep records secure, accessible, and intact for the required retention period.

.3 **Record Retention Guidelines**
Holding periods will be utilized for the maintenance of the documents listed below.

At the end of each year, staff will review all stored records and securely destroy any documents that are no longer required under the retention schedule.

If a hold on destruction is necessary, due to legal, audit, or organizational reasons, the Executive Director and/or the General Chair may request such hold. These officers will then inform all affected individuals or departments.

ACCOUNTING RECORDS		
Document Type	Retention Period	Storage Method
Accounts Payable	7 Years	Electronic Storage
Accounts Receivable	7 Years	Electronic Storage
Audit Reports	Permanent	Fireproof & Electronic Storage
Expense Reports	3 Years	Electronic Storage
Financial Statements (Annual)	Permanent	Electronic Storage
General Ledger & Journals	Permanent	Electronic Storage

OPERATIONS		
Document Type	Retention Period	Storage Method
Loan Payment Schedules	7 Years	
Tax Returns	Permanent	Fireproof & Electronic Storage
Void Checks	Shred after 30 Days	
Check Deposited via Scanner	60 Days, then shred	
Bank Reconciliations	Ongoing	Accounting Software
Bank Statements	Varies	Electronic @ Bank
Canceled Checks	Varies	Electronic @ Bank
Checks for Capital Purchases & Important Contracts	Permanent	Accounting – Back Office

CORPORATE RECORDS		
Document Type	Retention Period	Storage Method
Board Minutes	Permanent	Electronic Storage
Bylaws, Charter, Articles of Incorporation	Permanent	Fireproof & Electronic Storage
Business Licenses	Shred after 30 Days	Fireproof & Electronic Storage
Contracts – Major (>$15,000)	Permanent	Electronic Storage
Contracts – Minor	4 Years after Completions	
Insurance, Policies, Accidents, Claims	Life of Policy + 4 Years	Business Operations
Legal & Tax Correspondence	Permanent	Electronic Storage
Leases/Mortgages	Permanent	Fireproof

EMPLOYEE RECORDS		
Document Type	Retention Period	Storage Method
Benefit Plans	Permanent	Electronic Storage
Employee Disability Benefit Records	6 Years	Office Storage
Employee Files (Terminated)	5 Years	Office
Employment Applications	1 Year	Electronic Storage
Employment Taxes	7 Years	Payroll Vendor
Payroll Records	7 Years	Payroll Vendor
Pension/Profit Sharing Plans	Permanent	Electronic Storage

1.8 Privacy

Date of adoption / Last revision: November 10, 2025

MASI is committed to protecting the privacy, security, and integrity of the personal and professional information entrusted to us by our athletes, coaches, officials, volunteers, and organizational partners. This Privacy Policy outlines our practices and policies related to data privacy, confidentiality, and intellectual property.

.1 **Information Collected by SWIMS (USA Swimming)**

Through SWIMS, MASI may collect the following types of information:

a. Personal Information: Name, mailing address, email address, phone number, date of birth, gender, USA Swimming ID, club affiliation, etc.
b. Team and Membership Data: Club rosters, registration details, coach and athlete certifications.
c. Event Information: Meet entries, results, and time standards.
d. Volunteer and Official Credentials: Certifications, background checks, SafeSport status.
e. Website Data: Limited technical data (e.g., IP addresses) via cookies or analytics tools, for functionality and security.

.2 **How We Use Your Information**

MASI does not sell, rent, or share your personal contact information for marketing purposes. MASI uses your information only for legitimate business and operational purposes, including:

a. Registration and compliance with USA Swimming requirements
b. Communication regarding meets, programs, policies, and safety
c. Verification of credentials and eligibility
d. Statistical analysis and reporting (in aggregate and anonymized form)
e. Operational and administrative functions

.3 **Strict Confidentiality of Personal Contact Information**

MASI enforces a zero-tolerance policy regarding unauthorized disclosure of member contact details. Violation of this policy may result in disciplinary action, up to and including termination of role or referral to USA Swimming's Board of Review.

a. MASI staff, board members, and volunteers are strictly prohibited from sharing or distributing any personal contact information (including but not limited to names, phone numbers, email addresses, or home addresses) of members, athletes, officials, or volunteers with any third party, unless:
b. Required by law;
c. Authorized in writing by the individual;
d. Necessary for official USA Swimming operations (e.g., insurance, credential verification).

.4 **Intellectual Property Rights**

Any unauthorized use of MASI intellectual property will be pursued under applicable copyright, trademark, and/or civil law. All intellectual property created or maintained by Middle Atlantic Swimming including, but not limited to:

a. Logos, mascots (e.g., Masi the Dragon), designs, slogans
b. MASI trademarks
c. Training materials, presentations, and handbooks
d. Website content, graphics, meet programs, social media content
e. Photos, videos, and other digital media produced by or for MASI is the exclusive property of Middle Atlantic Swimming unless otherwise noted. Use, reproduction, or distribution without explicit, prior written permission from MASI is strictly prohibited.

.5 **Data Storage and Security**

a. MASI uses secure systems to store and manage data.
b. Access to personal data is limited to authorized personnel only.
c. All staff and members with access to sensitive information are required to sign confidentiality agreements.

.6 **Your Rights**

Stakeholders have the right to:

a. Request a copy of their personal data held by MASI
b. Correct or update inaccurate information
c. Request deletion of their personal information (to the extent permissible under USA Swimming and legal regulations)
d. File a complaint with MASI regarding misuse of personal data requests can be submitted to: office@maswim.org

.7 **Policy Updates**

This Privacy Policy is reviewed periodically and updated as necessary to reflect changes in laws, USA Swimming regulations, or MASI procedures. Members will be notified of material changes through email or website notice.

1.9 Communication and Social Media

Date of adoption / Last revision: November 10, 2025

All official MASI communication, including social media, website postings, email updates, and public statements, shall reflect MASI's mission, support MASI athletes, and uphold the values of integrity, inclusion, and SafeSport.

.1 **Scope**

This policy applies to:

a. MASI Board members, committee chairs, staff, and designated volunteers responsible for communications.
b. Any individual posting, publishing, or distributing content on behalf of MASI.
c. Clubs, coaches, athletes, or parents who submit content for distribution through MASI's official communication channels.

.2 **Communication Principles**

All MASI communications shall:

a. **Be Clear and Accurate** – Share information that is timely, fact-checked, and consistent with MASI and USA Swimming policies.
b. **Promote Positivity** – Celebrate achievements, recognize contributions, and inspire participation.
c. **Respect Privacy** – Protect the personal information of athletes, families, coaches, and volunteers, including but not limited to addresses, phone numbers, and email contact information. This information must not be shared without consent and must be safeguarded with the highest level of confidentiality. All Board members, staff, and volunteers must make their best attempt to ensure that contact information is not disclosed unintentionally. When sending group emails, the use of blind carbon copy (BCC) will prevent exposure of recipients' email addresses.
d. **Support SafeSport** – Ensure all communications comply with USA Swimming's SafeSport guidelines.
e. **Remain Professional** – Avoid personal opinions, sarcasm, or inflammatory language in official messaging.

.3 **Official Channels**

MASI uses the following official communication platforms:

a. **Website** – Primary source for policies, procedures, events, and official documents.
b. **Email & Newsletters** – Direct updates to members, clubs, and partners.
c. **Press Releases** – Official statements for external media.
d. **Social Media Platforms** – Facebook, Instagram, X/Twitter, TikTok, YouTube, LinkedIn, or others as adopted by MASI.

All accounts and platforms must be registered with the MASI Office.

.4 **Social Media Standards - General**

When communicating through MASI's social media channels:

a. **Tone** – Positive, respectful, inclusive, and professional.
b. **Content** – Focus on:
   .1 Competition updates and results.
   .2 Recognition of athletes, clubs, coaches, officials, staff and volunteers.
   .3 SafeSport education and resources.
   .4 Community engagement opportunities.
   .5 USA Swimming initiatives and updates.

c. **Attribution** – Always credit clubs, photographers, or partners when reposting media.
d. **Prohibited Content** – Never post:
 .1 Disparaging, harassing, or discriminatory remarks.
 .2 Political or partisan commentary.
 .3 Obscene, offensive, or unsafe material.
 .4 Rumors or unverified information.

.5 Social Media Procedure - Athlete
This procedure is meant to provide guidance to the MASI Athlete Committee, staff, and membership on the use of social media sites and applications such as but not limited to Instagram, TikTok, Facebook, and others. The MASI Athlete Committee will utilize social media as an effective method of communicating to athlete members.

a. **Goals and Intent:**
 .1 Promote athlete member knowledge of Middle Atlantic Athlete Committee events, resources, and elected athlete representatives.
 .2 Motivate athlete members towards swimming achievements.
 .3 Create a community feel amongst LSC athlete members.

b. **Expectations and Content:**
 .1 Posts will be appropriate for all athlete age levels/abilities.
 .2 Accounts will be public, functioning as the only page of the MASI Athlete Committee.
 .3 Comments on the account will remain turned off.
 .4 Like count will remain visible to followers.
 .5 Posts will regularly be in collaboration with the Middle Atlantic Swimming account or other official, swimming-related accounts.
 .6 Accounts may include a link in their biography to an anonymous feedback form for athletes.
 .7 Direct messaging to MASI accounts is strictly prohibited. Any DM received shall remain unanswered.
 .8 No posts will be intentionally demeaning towards athlete members or MASI teams. Any post deemed inappropriate will be taken down at the request of an athlete member or parents/guardians.
 .9 All photographic posts will capture the general nature of the event. Any content prominently featuring a minor athlete requires written parental consent before posting.
 .10 All accounts across platforms will be kept current and active.
 .11 Posts will focus on swimming or swimming-related topics, presented professionally and intentionally.
 .12 Posting schedules will follow a content plan; spontaneous posting will remain minimal.

c. **Involvement and Oversight:**
 .1 The Middle Atlantic Junior and Senior Athlete Representatives to the Board of Directors and the staff liaison will have access to all social media passwords and account information.
 .2 Only currently elected Junior and Senior Athlete Representatives to the Board of Directors and the staff liaison will have administrative privileges to the account.
 .3 The Junior and Senior Athlete Representatives to the Board of Directors will be the designated posters on the account.
 .4 Athlete Representatives to the Board of Directors may appoint athlete committee members to design social media posts, but all content will be approved by the Junior or Senior Athlete Representative to the Board of Directors before being posted.
 .5 LSC committees may provide information and material suitable for posting to the Athlete Representatives to the Board of Directors.
 .6 In order to post a picture in which a minor athlete's face is prominent, written parental consent will be obtained before posting.

.7 All content deemed inappropriate, or offensive will be taken down at the request of an athlete member or parents/guardians.
.8 Content may only be reposted if it is from an official, swimming-related account including but not limited to the Middle Atlantic Swimming account, LSC athlete accounts, and USA Swimming accounts.

d. **Following other accounts**
Following of other accounts will be limited to:
.1 Official organization accounts related to swimming. Personal accounts, including those of well-known athletes, will not be followed by the MASI account.
.2 USA Swimming pages and LSC pages – i.e. LSC athlete pages, DEI and SafeSport pages.

e. **Athlete Takeovers**
(Place holder)

f. **Report**
Individuals with access to the account will report any post that MASI is tagged in that is inappropriate in any way by notifying the staff liaison, who will work to determine a path forward. The staff liaison has the authority to remove any posts deemed inappropriate or harmful.

g. **Monitoring & Enforcement**
.1 MASI reserves the right to remove any content that violates this policy.
.2 Misuse of official communication channels may result in removal of privileges and further disciplinary action if necessary.

.6 **Personal Accounts**
While this policy does not govern personal use of social media, MASI representatives are reminded that their behavior online reflects on MASI. Personal posts that damage the reputation of MASI, USA Swimming, or the sport may be subject to review under the **USA Swimming Code of Conduct** and **SafeSport** policies.

.7 **Policy Review**
This policy will be reviewed annually by the MASI Board and/or Staff and updated as needed to reflect evolving platforms, technologies, and USA Swimming guidelines.

1.10 Crisis Management

Date of adoption / Last revision: November 10, 2025

1. **Purpose**

This policy establishes clear roles and responsibilities for the Executive Director and Board of Directors in responding to crises that may impact the organization's people, programs, finances, or reputation. The goal is to ensure accountability, transparency, and effective decision-making at all times during crisis.

2. **Leadership Authority**
   a. The Executive Director serves as the designated Crisis Management Lead, responsible for coordinating the organization's immediate response.
   b. The General Chair serves as the primary liaison between the Executive Director and the full Board.
   c. The Board of Directors provides governance, oversight, and support as appropriate to the severity of the crisis.

3. **Levels of Crisis and Board Involvement**
   a. **Minor Crisis (Operational Disruption)**
   Examples: brief facility closures, short-term IT failures, minor staffing shortages
   .1 Executive Director resolves the issue and documents the response.
   .2 Board Role: Notified, as appropriate, through regular reports. No direct action required.

   b. **Moderate Crisis (Programmatic / Reputational Risk)**
   Examples: data privacy issue affecting a small group, negative local media.
   .1 Executive Director leads response and informs the General Chair promptly.
   .2 General Chair may consult with select members for subject-matter expertise.
   .3 Board Role: Advisory. Provide guidance, reassurance to stakeholders, or technical support if requested.

   c. **Major Crisis (Significant Threat to Operations, Finances, or Reputation)**
   Examples: significant lawsuit, serious compliance issue, major donor withdrawal, stakeholder safety risk
   .1 Executive Director and General Chair confer immediately.
   .2 Emergency board meeting may be convened by the Chair.
   .3 Board Role: Oversight and support. Approve critical decisions, ensure alignment with mission and values, and assist with external communications.

   d. **Severe / Existential Crisis (Threatens Organizational Survival)**
   Examples: Executive Director incapacitated, catastrophic financial loss, major scandal
   .1 Board ensures leadership succession plan if the Executive Director is unable to serve or if governance requires direct intervention.
   .2 Executive Committee or designated Crisis Committee may meet daily with the Executive Director or acting leader.
   .3 Board Role: Decision-making partner. Authorize emergency spending, lead succession planning, and engage directly with key funders, regulators, and the public.

.4 **Communication Procedures**

a. The Executive Director will make every effort to inform the General Chair of any crisis classified as Moderate or higher within 24 hours, or as soon as reasonably possible.
b. The General Chair determines whether to notify the full Board immediately or wait until more information is available.
c. General Chair will notify USA Swimming National Office of the problem and action taken to date. The General Chair will also obtain the name and contact information for a USA Swimming liaison contact.
d. All public communications must be approved by the Executive Director and/or General Chair, with a designated spokesperson identified.

.5 **Post-Crisis Review**
Following resolution, the Executive Director and General Chair will coordinate an after-action review with the Board to evaluate the response, document lessons learned, and update policies as necessary.

2. Board Governance

2.1 Board Purpose Statement

Date of adoption / Last revision: November 10, 2025

Middle Atlantic Swimming, Inc. exists for growth, development, and excellence among member clubs and individuals. The Board of Directors exists to provide strategic leadership, ensure fiscal integrity, and safeguard the mission of Middle Atlantic Swimming.

2.2 Governance Purpose

<u>Date of adoption / Last revision:</u> November 10, 2025

The purpose of governance is to ensure the organization achieves its mission effectively, ethically, and sustainably. Through governance, the Board of Directors provides strategic leadership, sets policy direction, defines measurable outcomes, and holds itself and management accountable for performance. Governance focuses on *what* the organization should accomplish and *why*, rather than *how* operations are conducted.

2.3 Governing Philosophy and Values

<u>Date of adoption / Last revision:</u> March 16, 2023

The Board will govern lawfully and in compliance with the USA Swimming's and MASI's Bylaws. The Board will govern using Policy Governance principles, establishing clear policies that define organizational values, goals, and boundaries. The Board focuses on "ends," what MASI should achieve, while delegating the "means," how to achieve them, to the Executive Director and staff. This approach ensures an outward-looking vision and accountability, empowers staff, prevents Board micromanagement, and affirms the Board's fiduciary responsibility, while encouraging diverse perspectives and maintaining one clear, unified voice focused on the future.

Accordingly:

.1 The Board will uphold the Rules and Regulations set by USA Swimming.

.2 The Board will cultivate a sense of group responsibility for its own performance. The Board will lead MASI by proactively setting performance expectations for its own work and expectations for the operations of MASI.

.3 The Board will use the expertise of its members to enhance its understanding of issues, but it will not simply defer to that expertise as the judgment of the entire Board.

.4 The Board will articulate in writing the performance standards and expectations for MASI annually, as well as long-term. The Board's primary focus will be on the achievement of intended outcomes for and on behalf of the LSC's membership and not on the administrative/operational means of attaining those outcomes. As such, the Board's activities are strategic in nature, and the Board delegates the authority and ability to operate day-to-day activities to the Executive Director and staff.

.5 The Board will establish and adhere to its own performance expectations pertaining to matters such as attendance, meeting preparation and participation, policymaking, respect of roles, speaking to management, the membership, and the public with one voice, and continually building the Board's governance capability and reputation.

- a. Continual Board development will include periodic discussion of its own performance and orienting new Board members in the Board's governance process and the Policies and Procedures upon appointment or election.
- b. Orientation for new Board members will include three primary components:
  - .1 Governance process: The Governance Committee, defined by MASI Bylaw 7.4.4, will ensure provision of training including the governance principles underlying the Policies and Procedures and the Bylaws, with particular emphasis on Policy 2.8, Board Members' Code of Conduct.
  - .2 Current strategic issues: The General Chair and the Executive Director will provide overview and background information on significant issues being addressed and likely to be decided upon early in new Board member's tenure.
  - .3 Operational overview: The Executive Director will help new Board members achieve a general understanding of MASI and USA Swimming (e.g., financials, key personnel, key products/programs/services, etc.).

.6 The Board will be accountable to the LSC's membership, for competent, conscientious, and effective fulfillment of its governance obligations. The Board will not allow any officer, individual, or Board Committee to be an obstacle to this commitment.

.7 The Board and the Governance Committee will regularly evaluate and strive to improve the Board's performance. Assessment and Self-assessment will compare Board activity and discipline to the standards set forth in this Policies and Procedures Manual.

.8 The Board shall exhibit operational and financial transparency; the Board's activities will be open and accessible to reasonable scrutiny by the LSC membership, with the exception of personnel or other matters of a sensitive nature.

2.4 Board Objectives

Date of adoption / Last revision: March 16, 2023

On behalf of the LSC membership, the Board's role is to define and ensure appropriate organizational performance.

To distinguish the Board's own role from those of the Executive Director and staff, the Board will concentrate its efforts on three primary products or outputs:

.1 **Connection with Members:** The Board will connect the interests of the LSC membership with organizational performance planning

  a. **Needs Assessment**: The Board will assess needs and trends affecting LSC membership as they relate to USA Swimming's and MASI's activities and scope of influence, and it will develop and maintain Ends/Priority Results Policies, identifying and prioritizing intended organizational outcomes to address those needs.

    .1 As part of its needs assessment and outreach efforts, the Board will include structured dialogue with key constituent groups, including but not limited to committees, clubs, athletes, non-athlete members, and committee leadership, as well as representatives of key allied and affiliated entities

  b. **Advocacy:** The Board will inform the LSC membership regarding MASI's achievements on their behalf and of its expected future results.

    .1 Particular emphasis will be given to ensuring demonstrated leadership, transparency, and accountability to the HOD.

    .2 The Board will proactively communicate its rationale for and the implications/intended benefits of legislative changes it proposes to the HOD.

.2 **Performance Standards**: The Board will maintain written performance standards, as set forth in the Policies and Procedures Manual, addressing the broadest, and as appropriate, more defined levels of all organizational decisions and situations.

  a. **Ends**: Strategic results priorities describing intended organizational impacts, benefits, outcomes, and recipients, and their relative worth (what results, for which recipients, at what cost/priority).

  b. **Management Parameters**: (Policies 2.4 – 2.13) Constraints on executive authority defining the boundaries of prudence and ethics within which all management activity and decisions must take place.

  c. **Board/Management Delegation**: (Policies 2.14 – 2.23) Specification of how the Board delegates authority to management and ensures its proper use; the Executive Director role, authority, and accountability.

  d. **Board Process**: (Policies 2.23 – 2.29) Specification of how the Board defines, carries out, and assesses its own work.

  e. **Assurance of Organizational Performance**: The Board, through the Personnel Committee, maintains responsibility for the selection, compensation, evaluation, and termination of the Executive Director. The Board will ensure Ends fulfillment, financial solvency, and organizational integrity by holding itself accountable for effective governance as defined in the Policies and Procedures Manual, and it will hold the Executive Director accountable for successful achievement of Ends/Priority Results.

  f. The Board will make a recommendation regarding the annual operating budget for the subsequent fiscal year at its March meeting.

  g. The Board shall approve the annual Key Performance Indicators (KPI), which, together with the Ends/Priority Results and Executive Director Interpretations, shall constitute the strategic plan of MASI BOD.

.3 The Board shall take all reasonable steps to ensure that the governing documents (e.g., Articles of Incorporation, Bylaws, the Policies and Procedures Manual, etc.) and practices and procedures of MASI meet the standards established by USA Swimming. In addition, the Board shall make decisions outside the boundaries of authority delegated to the Executive Director.

2.5 Ends/Priority Results

Date of adoption / Last revision: November 10, 2025

The Board of Directors, on behalf of the organization's membership, shall define **Ends / Priority Results** to specify which desired outcomes, impacts, and benefits the organization is to achieve. These policies establish what is to be accomplished, for whom, and at what priority or value. **Key Performance Indicators (KPI)** must be established and utilized to assess progress and accountability.

.1 **Successful Club members and Individual members:** Members have and use resources for sustainable success, both in and out of the water.

KPI's

a. Create a variety of competitive opportunities (meets) for clubs and individuals. By assessing the mix and number of opportunities offered each season we can create a balanced offering and incentivize innovation catering to different skill levels and interests. Track member participation per meet to ensure alignment with member needs and preferences.
b. Ensure the utilization of dry-side support resources, including but not limited to: staff consultations, webinars, training sessions, and grants/programs. Targets for member engagement, aiming for 60% of member clubs to utilize at least one support resource annually.
c. Ensure the utilization of training programs, including camps, clinics, and specialized in-pool training sessions, aiming for 60% of member clubs in at least one training program annually.
d. Conduct post-meet satisfaction surveys. Conduct post-meet surveys that identify areas of improvement and track overall satisfaction trends. All MASI sanctioned meet shall have a survey. The purpose of post-meet surveys is to measure the overall satisfaction of meets, facilities, formats, as well as to solicit our stakeholders' voice in a consistent method.
e. Conduct an annual club and individual membership satisfaction survey to evaluate club members' overall satisfaction with MASI. Analyze survey results to identify strengths and areas for improvement, with a goal of achieving an overall satisfaction rating of 85% or higher.

.2 **Public Engagement:** Growth in swimming participation and interest while having a positive impact in our communities.

KPI's:

a. Monitor membership numbers for all categories and show positive growth in at least two (2) of the four (4) categories (coach, official, non-athlete, athlete) over previous year.
b. Monitor athlete member retention and growth by tracking the number of active members at the start and end of each year. (Active members constitute taking part in at least two sanctioned competitions per year.) Aim for growth of the annual retention rate (provided by the USA Swimming retention dashboard-Swims database) of 3-5% and a year-over-year membership growth rate of at least 2%. 10&U, 11-12, 13-14, 15-18 categories will be tracked.
c. Track the development and maintenance of philanthropic partnerships (the greater good) with community organizations and/or businesses that help grow community awareness of MASI, the sport, as well as our partners. Set a target to establish at least two new or renewed partnerships annually.
d. Measure the increase in sponsorships (money or trade) by tracking the number and value of sponsorship agreements secured each year. Aim to increase the revenue from sponsors by 15%.

3.0 **Recognition of MASI:** Being the “Gold Standard” of LSC’s within USA Swimming. Give back to membership. Create innovative grant programs and reward being a member of MASI.

KPI’s:

a. Drive innovation of the sport of swimming. Develop and offer impactful programming that addresses the changing competitive swimming landscape for members, including competitive training needs, recreational swimming recruitment, and share the value of swimming to the community. Aim for at least one new program annually.
b. Allocate a portion of the annual budget to innovation and engagement to enhance the member experience. Introduce at least one new initiative that incorporates fun, cutting-edge technology, or unique training methods.
c. Increase MASI's presence and influence at the national level by encouraging members and staff to participate in USA Swimming committees, conferences, and competitions. Set a goal for at least five (5) members or staff to hold national committee positions and for MASI to be represented at all major USA Swimming events. Track involvement through participation records and recognition received at the national level.

2.6 Board Work Plan and Agenda Preparation

Date of adoption / Last revision: March 16, 2023

To fulfill its role, the Board will prepare and follow an annual work plan that: (1) re-explores Policy 2.5, Ends/Priority Results, and (2) continually improves Board performance through Board education and interactions with members, customers, staff, beneficiaries, and outside experts.

Accordingly:

.1 **Annual Cycle**: The Board's annual planning cycle will conclude each year at its last meeting before the HOD's annual meeting in April, so that administrative planning and budgeting for the next fiscal year can be focused on addressing both long and short-term Ends.

.2 **Work Plan Development**: At the May meeting, the General Chair will prepare and present for the Board's consideration and approval a suggested work plan for the following year's meetings. Considerations should include:

   a. **Board Education**: Identification of topics that will elevate the Board's competencies, primarily of external issues and trends that impact MASI's Ends, and, to a lesser extent, key areas of operations and governance training.
   b. **Orientation/Training for New Board Members**: Per Policy 2.3.5B, to include review of USA Swimming's and MASI's governance system and documents, overview of key strategic issues to be addressed early in new Board members' tenure, and operational overview. Orientation is to be conducted within three months of new Board members being seated. General Chair will collaborate with the Governance Committee to implement specific schedule.
   c. **Linkage with Membership**: How the Board will connect with members (e.g., through surveys, focus groups, and other methods of gaining input).
   d. **Policy Review**: How the Board will systematically review its policies and procedures, with emphasis on Ends, over the course of the year/quadrennium (e.g., by priority, by topic, or by emphasis of the Board's choosing).
   e. **Assessment/Evaluation of Executive Director Performance**: Reviewing the schedule of planned monitoring activities by the Personnel Committee to assure performance on Policy 2.5, Ends/Priority Results, and adherence to Policies 2.14 – 2.23, Management Parameters.
   f. **Self-Assessment**: Methods and timeline for periodic evaluation of how well the Board is fulfilling its role (i.e., in accordance with Policies 2.4 – 2.13, Board Process, and Policies 2.24 – 2.29, Board-Management Delegation) and open discussion of how the Board's performance can be improved. At least once per quad, the Board will perform a self- evaluation using a non-profit resource.
   g. **Meeting Schedule/Locations**: Confirmation of the meeting schedule for the coming year to maximize Board member attendance and participation.
   h. **Social Engagement**: To build its effectiveness as a leadership team, the Board will include periodic team-building activities in conjunction with its meetings.

.3 **Meeting Agendas**: The General Chair will determine the agenda for each Board meeting, although Board members and the Executive Director may request or recommend any appropriate matters for Board consideration.

   a. A Board member or the Executive Director may recommend or request a matter for Board discussion by submitting in writing the item to the General Chair at least twenty-one (21) days prior to the regularly scheduled Board meeting.
   b. To ensure Board member preparation and informed participation, meeting agendas and packets (background materials for decision items on the agenda, monitoring reports, etc.) are to be received by Board members at least seven (7) days prior to the regularly scheduled Board meeting.
   c. Additional matters may be added to the agenda of any regularly scheduled Board meeting by the General Chair and/or the Executive Director, or by affirmative vote of a majority of those present.

d. Meeting minutes from the prior meeting must be approved by the Board at each meeting. Minutes must document attendance for the meeting and include a summary of the discussion topics and content for the meeting. Minutes must include any Conflict-of-Interest disclosures, which will be requested by the General Chair at the start of each meeting. Minutes must also include any recusals from discussions, votes, or the meeting (including when a Board member leaves and re-enters the meeting room or videoconference).

.4 **Closed Sessions**: The Board may convene, by majority vote, in closed session whenever it deems such closed session to be in the best interest of the organization, and the closed session will be attended only by Board members and others specifically invited by the General Chair or the Board by majority vote. Board members, staff, and other persons present shall not discuss or disclose closed session proceedings outside of the closed session without prior authorization of the Board. High-level topics discussed in closed session are to be reflected in meeting minutes.

2.7 General Chair - Role and Additional Duties

Date of adoption / Last revision: November 10, 2025

As MASI's chief governance officer, the primary role of the General Chair is to serve as the presiding officer, governance facilitator, and operational supervisor of the Board, ensuring integrity in all aspects of the Board's processes and decision-making. The General Chair also leads meetings of the HOD and represents the Board to outside parties.

.1 Accordingly, the General Chair, using reasonable interpretation of all policies, shall:
   a. Ensure that the Board acts in a manner consistent with its policies and any requirements legitimately imposed upon it from outside the organization.
   b. As well as all other Board members, report to the Board on all matters within their knowledge that may impact MASI.
   c. Ensure that HOD/Board meetings are conducted in a fair and transparent manner
      .1 Agenda content will include only those issues that clearly belong to the HOD/Board to decide, consider, or monitor, or to otherwise inform/educate the HOD/Board so it can best fulfill its responsibilities.
      .2 Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
   d. Be authorized to make decisions consistent with Policies 2.4 – 2.13, Board Process, and Policies 2.24 – 2.29, Board-Management Delegation, except where authority has been expressly delegated elsewhere.
   e. Represent the Board to outside parties, personally or by designee, in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to the General Chair.
   f. Delegate authority as appropriate but remain accountable for its use.
   g. Appoint all members of Committees and their respective chairs unless otherwise designated in the Rules and Regulations, the Bylaws, or the Policies and Procedures. The General Chair is an Ex-Officio non-voting member of all Committees.
   h. Appoint at large members of the house of Delegates, as outlined in Article 4.1.3 of the MASI Bylaws.
   i. Appoint additional delegates to the USA Swimming Annual Business Meeting to fill vacancies or to exercise Presidential At-Large votes.
   j. Appoint delegates to the Eastern Zone Spring Meeting, if needed.
   k. Establish task forces to achieve specific objectives when duties fall outside existing committees.
   l. Serve as Chair of the Personnel Committee.
   m. Serve as a member of both the Finance Committee and the Budget Committee.
   n. Fill vacancies on the Board of Directors, the Governance Committee and Committee Chair positions.
   o. Lead and participate in the Board's assessment of its own performance.
      .1 Criteria for assessment will be the Board's adherence to Policies 2.4 – 2.13, Board Process, and Policies 2.14 – 2.23, Board-Management Delegation.
      .2 The Board will self-assess its overall performance at least once per year.
      .3 The Board will ensure that there is at least a brief assessment of each meeting prior to adjournment, identifying factors that enhanced its productivity, as well as those that would have made the meeting more successful.

.2 The General Chair shall not
   a. Hold the office of General Chair jointly with another member.
   b. Serve on the Governance Committee.

2.8 Board Members' Code of Conduct

Date of adoption / Last revision: March 16, 2023

The Board expects ethical, professional, and lawful conduct, of itself and its members, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

.1 **Duty of Care**: Board members are to discharge their duties honestly and in good faith. Board members shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in similar circumstances.

.2 **Duty of Obedience**: Board members must abide by USA Swimming's and MASI's governing documents (i.e., the Articles of Incorporation, the Bylaws, the Rules and Regulations, and the Policies and Procedures Manual). While vigorous debate is expected and encouraged, Board members are obliged to support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.

.3 **Duty of Loyalty**: Board members must demonstrate loyalty to the interests of MASI, superseding any conflicting loyalties, such as to segments of the membership, family members, advocacy or interest groups, affiliated entities, staff, other organizations, or any personal interests as a member of the organization.

.4 Board members must avoid any conflict of interest with respect to their fiduciary responsibility and abide by the MASI Swimming Statement of Ethics and Conflict of Interest Policy.

.5 Board members must not attempt to exercise individual authority over the organization.

   a. Board members' interactions with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly stipulated by the Board.

   b. Board members must recognize that in their interaction with the media, the public, or other entities, they are not to speak for the Executive Director, the Board, USA Swimming, or MASI except to repeat explicitly stated Board decisions.

   c. Board members will not publicly express individual judgments about the performance of the Executive Director or of other employees, other than when participating in the Board's monitoring functions.

.6 Board members will treat one another and staff members with respect, courtesy, and honesty.

.7 Board members must respect the confidentiality appropriate to issues of a sensitive nature.

.8 A Board member aware of credible information that suggests that a Board policy has been violated, by the Board, a Board member, or the Executive Director, has an affirmative obligation to bring the concern to the General Chair. If the General Chair is the subject of the concern, it should be brought to the Board's Administrative Vice-Chair. If the Executive Director or a staff member is the subject of the concern, the Board will refer to its process in Policy 2.28, Monitoring Executive Director Performance.

.9 If a Board member is alleged to have violated the Policies and Procedures:

   a. The General Chair (or Board's Administrative Vice-Chair, if the General Chair is the subject of the concern) will have an informal discussion with the individual whose action(s) are questioned. If this is not successful in resolving the concern, then:

   b. The General Chair will put the issue on the agenda for closed session. The respondent Board member will be allowed to present their views prior to the Board determining whether the action violated the Policies and Procedures.

   c. A Board member found by the Board (by majority vote) to have violated the Policies and Procedures may be subject to subsequent censure or other Board action, as long as consistent with the Bylaws.

2.9 Board Members' Individual Responsibilities

Date of adoption / Last revision: March 16, 2023

Board member engagement and participation is integral to the Board's leadership. Therefore, each Board member is expected to fulfill the following responsibilities:

.1 **Commitment**: By accepting the results of election or an appointment, Board members affirm their commitment to uphold and comply with the organization's governing documents and directives. This includes the Articles of Incorporation, Bylaws, Board resolutions, and all adopted Policies and Procedures.

.2 **Attendance**: Board members are expected to attend Board meetings on a regular and punctual basis. Absence from more than one of the regularly scheduled meetings in the Board's annual planning cycle will constitute that member's resignation from the Board. The annual planning cycle starts upon adjournment of the HOD annual meeting.

In case of extenuating circumstances, a Board member may request a waiver to this provision. Waivers may be granted by vote of the Board or at the discretion of the General Chair. In the latter case, the General Chair shall inform the Board of such waiver.

.3 **Preparation and Participation:** Board members are expected to review agenda materials in advance of Board and committee meetings and to participate productively in discussions.

.4 **Stewardship**: Board members are expected to be alert to the concerns of the LSC membership that can be addressed through MASI's mission and Ends.

.5 **Responsiveness**: Board members will be attentive to Board communications and respond promptly to staff and Board member requests for feedback.

.6 **Executive Director Relationship**: The Executive Director is accountable to the Board as a whole and not to individual Board members. Therefore, the relationship between the Executive Director and individual members of the Board, including the General Chair, is collegial and not hierarchical.

.7 **Volunteerism**: Board members may individually volunteer in operational capacities. In such situations, they are subject to the direct supervision of the Executive Director or responsible staff person.

.8 **Members in Good Standing**: As Board members are recognized representatives of USA Swimming and MASI, they are expected to remain in good standing within the sport and their respective communities.

.9 **Participation in Organizational Activities**: All Board members must attend the annual meeting of the MASI HOD, are encouraged to promote and support the activities of MASI, Eastern Zone Swimming, USA Swimming, the USA Swimming Foundation; and attend local, regional and USA Swimming National Workshops.

2.10 Board Members' Roles and Additional Duties

Date of adoption / Last revision: November 10, 2025

.1 Administrative Vice-Chair

The Administrative Vice-Chair shall

a. Serve as the General Chair in the event of a vacancy in the office or of the General Chair's temporary or permanent incapacity. When so serving, the Administrative Vice-Chair shall perform all the duties and shall have all the powers of the office of General Chair;
b. Conduct meetings in the absence of the General Chair;
c. Advocate on behalf of and serve as Board of Directors liaison for the Administrative Division;
d. Participate, voice no vote, in meetings of the committees within the Administrative Division;
e. Prepare timely reports for the Board concerning the business of the Administrative Division;
f. Be responsible for the maintenance of MASI Policies and Procedures Manual, documents, manuals, and handbooks referenced therein;
g. Submit, or ensure submission of, governance documents required by USA Swimming in compliance with Article 8 of the MASI Bylaws;
h. Sign and execute deeds, mortgages, bonds, contracts, agreements, or other instruments duly authorized;
i. Sign checks, drafts or other order for the payment or transfer of funds;
j. Serve on the Budget Committee, the Finance Committee, and the Personnel Committee;

.2 Finance Vice-Chair

a. The Finance Vice-Chair shall
   .1 Serve as the financial oversight officer of MASI;
   .2 Maintain and assist in the implementation of the investment program for MASI's operating funds, funded reserves, and endowment funds, in conjunction with the Finance Committee;
   .3 Ensure MASI's system of internal financial and accounting controls are current and serving the best interest of the organization;
   .4 Ensure annual financial review or audit is conducted and make recommendations regarding approval of completed review or audit to the Board;
   .5 Ensure completion of tax information required by federal or state authorities (i.e. 990, 1099's, etc.) and review same;
   .6 Ensure submission of annual financial information required by USA Swimming in compliance with Article 8 of the MASI Bylaws;
   .7 Present the annual (and quadrennial when appropriate), budget for consideration by the Board and adoption by the House of Delegates;
   .8 Serve as Chair of the Audit Committee, the Budget Committee, and the Finance Committee;
   .9 Serve as a member of the Personnel Committee;
   .10 Sign and execute deeds, mortgages, bonds, contracts, agreements, or other instruments duly authorized;
   .11 Sign checks, drafts or other orders for the payment or transfer of funds;
   .12 Review the reconciliation of MASI bank accounts monthly and work with Treasurer to remedy all discrepancies;
   .13 Review the reconciliation of MASI investment accounts on a quarterly basis and work with Treasurer to remedy all discrepancies;
   .14 Prepare financial status reports for each meeting of the Board and House of Delegates.

b. The Finance Vice-Chair shall not
   .1 Hold the office of Finance Vice-Chair jointly with another member;

.2 Delegate duties to other members without the consent of the Board;
.3 Combine the offices of the Finance Vice-Chair and the Treasurer.

.3 **Performance Vice-Chair**

The Performance Vice-Chair shall

a. Advocate on behalf of and serve as liaison for the Performance Division;
b. Ensure MASI's competitive opportunities align with the strategy, mission, vision, and values while meeting the performance needs of the Clubs and members;
c. Participate, voice no vote, in meetings of the committees within the Performance Division;
d. Prepare timely reports for the Board concerning the business of the Performance Division.

.4 **Operations Vice-Chair**

The Operations Vice-Chair shall

a. Advocate on behalf of and serve as liaison for the Operations Division;
b. Ensure MASI's non-athlete, non-coach, member program offerings align with the strategy, mission, vision and values;
c. Participate, voice no vote, in meetings of the committees within the Operations Division;
d. Prepare timely reports for the Board concerning the business of the Operations Division.

.5 **SafeSport Vice-Chair**

The SafeSport Vice-Chair shall

a. Advocate on behalf of and serve as liaison for the SafeSport Division;
b. Ensure MASI's SafeSport initiatives align with the strategy, mission, vision, and values;
c. Participate, voice no vote, in meetings of the committees within the SafeSport Division;
d. Prepare timely reports for the Board concerning the business of the SafeSport Division.

.6 **Diversity, Equity & Inclusion Vice-Chair**

The Diversity, Equity & Inclusion (DEI) Vice-Chair shall

a. Advocate on behalf of and serve as liaison for the DEI Division;
b. Ensure MASI's DEI initiatives align with the strategy, mission, vision, and values;
c. Participate, voice no vote, in meetings of the committees within the DEI Division;
d. Prepare timely reports for the Board concerning the business of the DEI Division.

.7 **Coach Representative**

The Coach Representative shall

a. Advocate on behalf of and serve as liaison for the Coaches Division;
b. Chair the Coaches' Committee and conduct regular meetings of same;
c. Ensure MASI's non-athlete, coach member program offerings align with the strategy, mission, vision and values;
d. Serve on the Audit Committee and the Budget Committee;
e. Prepare timely reports for the Board concerning the business of the Coach Division.

.8 **Senior Athlete Representative**

The Senior Athlete Representative shall

a. Advocate on behalf of and serve as liaison for the Athlete Division;
b. Serve as a liaison between MASI athletes and the Board;
c. Chair the Athletes' Committee and conduct regular meetings of same;
d. Ensure MASI's athlete member program offerings align with the strategy, mission, vision and values;
e. Propose athlete candidates for MASI committee service;
f. Serve on the Personnel Committee and the Budget Committee;
g. Prepare timely reports for the Board concerning the business of the Athlete Division.

.9 **Junior Athlete Representative**

The Junior Athlete Representative shall

a. Assist the Senior Athlete Representative in advocating on behalf of and serve as liaison for the Athlete Division;
b. Serve as the Chair the Athletes' Committee in the absence or incapacity of the Senior Athlete Representative
c. Serve on the Budget Committee in the absence or incapacity of the Senior Athlete Representative;
d. Assist the Senior Athlete Representative in proposing athlete candidates for MASI committee service.

Board Roles filled by MASI Staff

The roles of Executive Director, Secretary, and Treasurer on the Board shall be filled by MASI staff members. These individuals shall participate in Board meetings in an advisory capacity with voice but no vote.

.10 **Treasurer**

a. The Treasurer shall
   .1 Be a member of the Finance Committee.

b. The Treasurer shall not
   .1 Not be combined with the role of Finance Vice-Chair
   .2 Not be a member of the Audit Committee, but can be present to provide clarification, information and answer questions.

.11 **Secretary**

The Secretary shall

a. Be responsible for records and minutes.
b. Keep accurate minutes of all HOD and Board meetings and ensure their timely distribution.

2.11 Board Committee Principles

Date of adoption / Last revision: March 16, 2023

The Board may establish additional Committees to supplement the Standing Committees that are set forth in the Bylaws, to help the Board be more effective and/or efficient in its work. Additional Committees and Standing Committees are collectively referred to as "Committees" in the Policies and Procedures Manual. Committees are not to interfere with the Board's delegation of authority to the Executive Director or the Executive Director's delegation of authority to other staff.

Accordingly:

.1 Committees are to help the Board do its job, not to help, advise, or exercise authority over staff.

.2 Committees will ordinarily undertake activities not delegated to the Executive Director, such as preparing policy alternatives and implications for Board consideration or performing specific monitoring functions.

.3 Committees may only speak or act for the Board when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in Policy 2.11, Committee Structure, in order not to conflict with authority delegated to the Executive Director.

.4 As the Executive Director works for the full Board, they will not be required to seek approval of a Committee before taking action.

.5 The composition of each Committee, as well as the number and purpose of committees, is to be evaluated no less than every even year to assure continuity and relevance. Unless otherwise stated in Policy 2.11, Committee Structure, or in Policy 3.1, Committee Administration, appointments to Committees will take place after the first Board meeting following the annual HOD meeting.

.6 This Policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether it includes Board members. This policy does not apply to committees formed under the authority of the Executive Director. Working groups and task forces may be established by the Board or the General Chair.

.7 Unless specifically authorized by the Board, a Committee may not make any commitment of organizational resources or funds other than funding provided through HOD approved budget.

2.12 Committee Structure

<u>Date of adoption / Last revision:</u> March 16, 2023

Committees are those established by the MASI Bylaws, as well as those established by the MASI Policy and Procedures Manual. Unless otherwise specified, the Executive Director or their staff designee will serve as a non-voting member and resource/liaison for each Board committee. The Executive Director or their staff designee will attend all committee meetings, including closed sessions.

The Board shall ensure that all Committees will be administered in accordance with the MASI Bylaws and Policy 3.1, Committee Administration.

2.13 Budgeting for Board Prerogatives

<u>Date of adoption / Last revision:</u> March 16, 2023

The Board will consciously invest in its ability to govern effectively. Accordingly:

.1 The Board will allocate resources to ensure that it has sufficient skills, methods, and support to assure excellence in its leadership.

   a. Training will be used appropriately to orient new Board members and to increase existing Board members' skills and knowledge.
   b. Outside monitoring, including fiscal audit, will be arranged as needed to help the Board have confidence that organizational performance meets expectations, as stated in these Policies and Procedures. This includes, but is not limited to, audits, reviews, or opinions on fiscal, legal, or governance matters.
   c. Effective communications will be used as needed to ensure the Board understands MASI members' and public viewpoints and values.

.2 Costs will be prudently incurred, but sufficient to ensure the development and provision of superior governance. Annual governance prerogatives to be considered include costs for:

   a. Board member reimbursements for authorized attendance at conferences, workshops, etc.
   b. Board training (governance consulting, publications, etc.).
   c. Fiscal audit and other third-party monitoring of organizational performance.
   d. Opinion surveys, focus groups, and other membership linkage activities.
   e. Committee functions.
   f. Board meeting technology/software platform.

.3 The Board will communicate its prerogatives for the next fiscal year each year in a manner that allows for said prerogatives to be incorporated into the overall MASI budget prepared by staff for presentation to the HOD.

2.14 General Management Constraint

<u>Date of adoption / Last revision:</u> March 16, 2023

The Executive Director will not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, in violation of commonly accepted business and professional ethics and practices, or inconsistent with the MASI Bylaws or USA Swimming's Rules and Regulations.

2.15 Treatment of Members/Customers

Date of adoption / Last revision: March 16, 2023

With respect to interactions with members/customers, the Executive Director will not cause or allow conditions or procedures which are unfair, unsafe, untimely, unresponsive, or undignified, or which fail to provide appropriate confidentiality.

Further, the Executive Director will not:

.1 Operate without clearly conveying to members/customers what may be expected from the MASI programs and services offered.

.2 Operate without exhibiting operational and financial transparency. Pertaining to members, operate without conveying applicable USA Swimming Code of Conduct expectations of members, including, but not limited, to it being the policy of USA Swimming that its members, including athletes, coaches, officials, and volunteers have the right to participate and compete in an environment that is safe and free from sexual abuse and harassment.

.3 Operating without ensuring that athlete safety rules, policies, and procedures comply with the requirements of USA Swimming and the U.S. Center for SafeSport.

.4 Operate without enforcing the USA Swimming Code of Conduct.

2.16 External Relations

<u>Date of adoption / Last revision:</u> March 16, 2023

With respect to MASI's interactions with other entities, the Executive Director will not ignore cultivating and maintaining leadership level relationships with all relevant local, regional, national and international organizations, including but not limited to: the USA Swimming, the Eastern Zone, the American Swim Coaches Association, the College Swimming & Diving Coaches Association of America, etc.

2.17 Treatment of Employees and Volunteers

Date of adoption / Last revision: March 16, 2023

With respect to the treatment of employees and volunteers, the Executive Director will not cause or allow conditions that are unfair, unsafe, or undignified.

Pertaining to employees, the Executive Director will not:

.1 Operate without ensuring employees are provided with written personnel policies, reviewed by qualified legal counsel, which clarify personnel rules for employees and provide for effective handling of complaints/grievances.

.2 Allow employees to be unaware of the Policies and Procedures including, but not limited to, this Policy 2.17, Treatment of Employees and Volunteers, along with the Executive Director's interpretations of staff's protections under this Policy.

.3 Allow employees to be unprepared to deal with reasonably foreseeable emergency situations.

.4 Retaliate or allow retaliation against an employee for non-disruptive, internal expression of dissent, or for reporting to management or to the Board (per the processes for handling of grievances in the Employee Handbook or policies) acts or omissions by MASI personnel, management, or the Board that the employee believes, in good faith and based on credible information, constitute a violation of state or federal law or the Policies and Procedures.

.5 Prevent employees from grieving to the Board when (a) internal grievance procedures outlined in the MASI Employee Handbook have been exhausted and (b) the employee alleges that the Policies and Procedures have been violated.

2.18 Financial Condition and Activities

Date of adoption / Last revision: March 16, 2023

With respect to financial condition and activities, the Executive Director will not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Board's Ends priorities.

Further, the Executive Director will not:

.1 Manage finances without adherence to applicable Generally Accepted Accounting Principles.

.2 Expend more funds than have been projected to be received in the fiscal year, except up to the amount of any Board-approved operating deficit for such fiscal year.

.3 Allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 30-day period.

.4 Borrow funds (with exception of credit cards used for normal business purposes paid in full each month).

.5 Operate without settling payroll obligations and payables in a timely manner.

.6 Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

.7 Acquire, encumber, lease, or dispose of real property.

.8 Operate without aggressively pursuing material receivables after a reasonable grace period.

.9 Operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

a. Operate without clearly delineated procedures and limitations for payment/reimbursement of authorized expenses incurred by Board members and committee members, and others who are entitled to reimbursement from MASI.

b. Executive Director credit card statements and/or expense reimbursements must be readily available for review by the Finance Vice-Chair.

2.19 Asset Protection

<u>Date of adoption / Last revision:</u> March 16, 2023

The Executive Director will not cause or allow MASI's assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, the Executive Director will not:

.1 Allow MASI to be without sufficient insurance coverage, such as:

   a. Casualty losses and property losses.

   b. Liability losses to Board members, staff, and the organization itself in an amount equal to or greater than the average for comparable organizations.

   c. Employee theft and dishonesty.

.2 Subject MASI's facilities and equipment to improper wear and tear or insufficient maintenance.

.3 Operate without employing risk management practices to minimize exposure of the organization, the Board, staff, or their agents to claims of liability.

.4 Allow procurements without reasonable protection against conflicts of interest.

.5 Allow MASI's intellectual property, information, resources, and files to be exposed to loss, improper access, misuse, or significant damage.

.6 Operate without adhering to an approved Records Retention Schedule for the maintenance of documents and records.

.7 Operate without internal controls over receipts and disbursements, and to prevent dissipation of assets, sufficient to meet the Board-appointed auditor's recommendations.

.8 Compromise the independence and transparency of the Board's relationships with auditors or other providers of governance support. Such entities may be engaged by the Executive Director unless explicitly prohibited by the Board.

.9 Invest operating capital or reserve funds in a manner inconsistent with the Investment Policy.

.10 Endanger MASI's public image or credibility.

.11 Substantially alter the organization's corporate identity.

2.20 Financial Planning and Budgeting

Date of adoption / Last revision: March 16, 2023

Financial planning for any fiscal year, or the remaining part of any fiscal year will not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to address multi-year planning needs and considerations. Additionally, the Board is responsible for review and approval of financial statements and financial control policies.

Accordingly, the Executive Director will not allow budgeting that:

.1 Risks incurring those liquidity situations or conditions described as unacceptable in Policy 2.18, Financial Conditions and Activities.

.2 Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.

.3 Omits allocation for Board activities per the Budgeting for Policies 2.4 – 2.13, Board Process.

2.21 Compensation and Benefits

<u>Date of adoption / Last revision:</u> March 16, 2023

With respect to employment, compensation, and benefits for employees, consultants, contractors, or volunteers, the Executive Director will not cause or allow jeopardy to MASI's fiscal integrity or public image.

The Executive Director will not:

.1 Establish salaries and benefits that deviate materially from the geographic and/or professional market value for the skills employed.

.2 Change their own compensation.

.3 Change their own benefits, except as consistent with the package for all other employees.

.4 Promise or imply anything other than "at-will" employment.

.5 Create obligations to consultants or contract vendors that are not consistent with annual budget plans.

.6 Establish or change retirement benefits that would cause situations that deviate from organizational plans or inequitable for employees.

2.22 Emergency Management Succession

<u>Date of adoption / Last revision:</u> March 16, 2023

The Executive Director will not operate without management succession planning processes to facilitate smooth and competent operation of the organization during key personnel transitions.

Further, the Executive Director will not have less than one (1) member of the management team sufficiently familiar with Board and Executive Director issues and processes to enable either member to take over with reasonable proficiency as an interim successor.

2.23 Board Awareness and Support

Date of adoption / Last revision: March 16, 2023

The Executive Director will not cause or allow the Board to be uninformed or unsupported in its work. The Executive Director will not:

.1 Withhold, impede, or confound information necessary for the Board's informed accomplishment of its job. Specifically:

   a. Neglect to submit monitoring reports required by the Board (*see* Policy 2.28, Monitoring Executive Director Performance,) in a timely, accurate, and understandable fashion.

   b. Let the Board be unaware of any actual or anticipated noncompliance with Policy 2.5 Ends/Priority Results, and adherence to Policies 2.14 – 2.23, Management Parameters, regardless of the monitoring schedule set forth by the Board.

   c. Let the Board be without objective background/decision information it periodically requests, or unaware of relevant trends or incidental information (e.g., anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes). Notification of planned internal changes is to be provided in advance, when feasible.

   d. Let the Board be unaware of any Board or Board member actions that, in the Executive Director's opinion, are not consistent with Policies 2.4 – 2.13, Board Process, and Policies 2.14 – 2.23, Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the Executive Director.

.2 Present information in unnecessarily complex or lengthy form.

.3 Allow the Board to be without logistical and administrative support for official Board, officer, or committee communications and functions.

.4 Interact with the Board in a way that favors or privileges certain Board members over others except when:

   a. Fulfilling individual requests for information, or

   b. Responding to officers or committees duly charged by the Board.

2.24 Board/Management Connection

<u>Date of adoption / Last revision:</u> March 16, 2023

The Board's official connection to the organization’s operations, its achievements, and its conduct is through the Executive Director.

2.25 Unity of Control

<u>Date of adoption / Last revision:</u> March 16, 2023

The Board acts with one voice in establishing expectations of the Executive Director. Accordingly:

.1 No single Board member, officer, or committee has the authority to establish, change or impose expectations over the Executive Director, or any member of the Executive Director's staff, except in rare instances when the Board has explicitly authorized a Board member, officer, or committee to use staff resources for a specific issue.

.2 Board members and committees may request information, but if such request, in the Executive Director's judgment, requires a material amount of staff time or funds or is disruptive, it may be declined. The committee or Board member may then refer the request to the full Board for consideration.

2.26 Accountability of the Executive Director

Date of adoption / Last revision: March 16, 2023

All Board authority delegated to management of the organization is delegated through the Executive Director. Therefore, the authority and accountability of staff, as far as the Board is concerned, is the authority and accountability of the Executive Director.

Accordingly:

.1 The Board will not give instructions to any staff other than the Executive Director (without the consent of the Executive Director).

.2 The Board will not evaluate, either formally or informally, any staff other than the Executive Director.

.3 The Board will consider and evaluate Executive Director performance as synonymous with organizational achievement of Ends and compliance with Policies 2.14 – 2.23, Management Parameters. No performance measure established by the Board, or a subset of the Board shall conflict with or modify this measure of performance.

.4 Consequently, the Executive Director's accountability and evaluation will be based on performance in two areas:

   a. Organizational achievement of Policy 2.5, Ends/Priority Results.

   b. Organizational operations within the parameters of legality, prudence, and ethics established in Policies 2.14 – 2.23, Management Parameters.

2.27 Delegation to the Executive Director

Date of adoption / Last revision: March 16, 2023

The Board will direct the Executive Director through written policies setting forth the organizational Ends to be achieved and organizational situations/actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

.1 Policy 2.5, Ends/Priority Results, directs the Executive Director to achieve certain results, for certain recipients at a specified worth or priority. These policies will be systematically developed from the broadest level to more defined levels.

.2 Policies 2.14 – 2.23, Management Parameters, define the boundaries of legality, prudence, and ethics within which the Executive Director is free to operate. These policies describe the practices, activities, decisions, and circumstances that would be unacceptable to the Board, even if effective in producing the desired results. Management Parameters will also be systematically developed from the broadest, most general level to more defined levels. To ensure accountability for performance, the Board will not prescribe organizational means delegated to the Executive Director.

.3 The Executive Director is authorized to establish further policies, make decisions, take actions, establish practices, and develop activities, as long as they are consistent with any reasonable interpretation of Policy 2.5, Ends/Priority Results, and Policies 2.14 – 2.23, Management Parameters.

.4 The Board may change Policy 2.5, Ends/Priority Results, and Policies 2.14 – 2.23, Management Parameters. However, as long as any particular policy delegation is in place, the Board will respect and publicly support decisions made by the Executive Director that are consistent with reasonably interpreted Board policy.

2.28 Monitoring Executive Director Performance within Policies

Date of adoption / Last revision: March 16, 2023

The Board, specifically through the Personnel Committee, will systematically monitor Executive Director job performance, determining the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Policies 2.14 – 2.23, Management Parameters.

Accordingly:

.1 Monitoring is simply to determine the degree to which the Policies and Procedures are being met. Information that does not address accomplishment of Ends and compliance with Management Parameters will not be considered in the Board's evaluation of Executive Director performance.

.2 Policy 2.5, Ends/Priority Results, and Policies 2.14 – 2.23, Management Parameters, may be monitored by one or more of three methods:

a. Internal Reports: The Executive Director discloses in writing their policy interpretations, along with data supporting their assessment of accomplishment of, or compliance with, the Policy under review. As appropriate in a given context, the Executive Director may present information supporting the "reasonableness" of their interpretation.

b. External Reports: An external, disinterested third party selected by and reporting to the Board assesses accomplishment of, or compliance with, the Policies and Procedures, as reasonably interpreted by the Executive Director.

c. Direct Board Inspections: A designated Board member(s) or committee assesses Executive Director compliance with a given policy, as reasonably interpreted by the Executive Director.

.3 In every case, the Board is committed to accepting any reasonable Executive Director interpretation of the Board Policy being monitored. The Board is the judge of reasonableness and will always use the "reasonable person" test (whether what the Executive Director did was what a reasonably prudent executive would do in that context), even if those choices differ from those the Board or any of its members may have made.

.4 In every case, the Board will judge whether:

a. The Executive Director's interpretation is reasonable, and

b. Data demonstrates reasonable accomplishment of, or compliance with, the Executive Director's interpretation.

.5 Interpretations determined by the Board not to be reasonable, or data determined not to demonstrate reasonable accomplishment of, or compliance with, a Board Policy as interpreted, will be subject to a remedial process agreed to by the Board. *Such discussions will be in closed session.*

All Policies instructing the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method but will ordinarily depend on a mutually agreed upon schedule.

2.29 Board Access to Comptroller in Internal Auditor Capacity

Date of adoption / Last revision: March 16, 2023

Direct but limited access to the Board by the Comptroller, in an internal auditor capacity, is an exception to the exclusive role of the Executive Director in connecting governance and management.

Accordingly:

.1 If, after having brought to the Executive Director's attention any financial impropriety discovered in the course of their own work, the Comptroller feels that the Executive Director has failed to address the impropriety, the Comptroller must report that impropriety to the Finance Vice-Chair and to the General Chair.

.2 Impropriety in this context means a material deficiency in financial management or a violation of the Policies and Procedures regarding financial affairs of MASI.

.3 Nothing in this Policy impedes the Executive Director from exercising their Board-granted prerogative to interpret applicable Board policies under the "reasonable interpretation" rule, nor does it remove from the Board the right to judge reasonableness. However, *impropriety* as used above can indicate that in the opinion of the Comptroller as an internal auditor, an interpretation made by the Executive Director is not "reasonable."

.4 The Comptroller is in all other ways subject to the Executive Director's managerial authority, as are all other employees, and has no direct access to the Board except as described in this Policy. The Executive Director may not impede the Comptroller's official access as an "internal auditor" as described in this Policy, or seek to inappropriately influence the content of the Comptroller's reporting to the Board as set forth in this Policy.

.5 Nothing in this Policy shall be deemed to limit or prohibit the Board from hiring external or internal auditors who report to the Board or any audit or other committees established by the Board for such purposes.

3. Committee Operations

3.1 Committee Administration

Date of adoption / Last revision: November 10, 2025

.1 **COMMITTEES AND COORDINATORS**

Unless otherwise specified in the USA Swimming Rules & Regulations, the USA Swimming and/or Middle Atlantic Swimming (MASI) Bylaws or this General Policies for Committee Administration & Operations, the General Chair, with vetting and recommendation from the Executive Director, shall appoint the athlete and non-athlete members of all Committees. A Committee may consist of only one member who will be known as the Chair.

Except as otherwise provided in the MASI Bylaws, or the Rules & Regulations:

a. Non-athlete Committee members shall serve three (3) year terms
b. Athlete Committee members shall serve two (2) year terms.
c. Committee members' terms shall be staggered so that approximately one-third of all non-athlete members are appointed each year
d. Committees shall consist of volunteer members of USA Swimming & Middle Atlantic Swimming who are not compensated for their services.
e. Non-athlete Committee members are limited to two (2) consecutive terms.
f. A single MASI club may not make up a simple majority of any committee (including athletes).

.2 **TASK FORCES**

The General Chair or the Board of Directors may appoint one or more task force(s) to complete a specific objective where an existing Committee would not otherwise be appropriate. In each instance where a task force is established, the Board of Directors must also approve a budget for the activities and the administration of the task force. The term of service for a task force shall not exceed one year.

.3 **SUBCOMMITTEES**

In addition to the Committee members, non-Committee members may also be appointed to Sub-Committees, task forces or working groups assigned to support the Committee's work, as approved by the Middle Atlantic Swimming staff liaison or the Executive Director, unless otherwise specified. At least one-fifth (20.0%) of the voting membership of all Sub-Committees, task forces or working groups, shall be eligible athletes.

.4 **MISSION STATEMENT OF A COMMITTEE**

Each Committee shall annually review the Committees mission statement found in Policy and Procedures. Any proposed changes, by the Committee, must be presented to the Board of Directors through the Committees Board of Directors liaison for approval.

.5 **ANNUAL GOALS OF A COMMITTEE**

Each Committee shall establish annual goals and a timetable or action plan for achieving these goals.

.6 **MIDDLE ATLANTIC SWIMMING STAFF LIAISON**

A Staff Liaison shall be assigned by the Executive Director to support and assist the Committee. The Staff Liaison shall serve as the principal channel of communication between the Middle Atlantic Swimming leadership and the Committee. The staff liaison shall facilitate necessary communication among Committee members and Middle Atlantic Swimming Officers. The Middle Atlantic Swimming Staff Liaison shall have voice but no vote in the meeting.

Other duties of the Staff Liaison include:

1. Scheduling all meetings of the Committee, in coordination with Committee Chair.
2. Providing virtual Committee meeting access to Committee members.
3. Tracking that committee members are USA Swimming members in good standing.
4. Ensuring, with Committee Chair, all committee members complete requirements of committee service.
5. Ensuring the annual goals of the committee, in consultation with the Committee and the Committee Chair, support Middle Atlantic Swimming's priorities while adhering to the organizations vision and values.
6. Collecting Committee meeting minutes, both draft and approved versions, for posting to the Middle Atlantic Swimming website.
7. Keeping Committee members informed of the activities of the Committee or of USA Swimming and/or Middle Atlantic Swimming since the last Committee meeting.
8. Facilitating collaboration between Committees.

.7 **RESPONSIBILITIES OF COMMITTEE CHAIR**

The responsibilities of the Committee Chair include:

a. Providing an agenda for all meetings.
b. Presiding at all meetings of the Committee.
c. Guiding the business of the Committee.
d. Directing the Committee's activities towards the completion of its goals.
e. Introducing guests and presenters to the Committee.
f. Serving as the spokesperson for the Committee.
g. Appointing a secretary or other Committee member to take minutes of all meetings.
h. Reviewing the draft of the minutes, making corrections as necessary, and providing minutes to Staff Liaison in a timely manner.
i. Working with the Staff Liaison to manage the programs and activities of the Committee within the approved budget.
j. Submitting and justifying Committee budget variance request(s).
k. Assuming responsibility for the Committee's compliance with the policies and procedures of USA Swimming and Middle Atlantic Swimming.
l. Ensuring, with the Staff Liaison, all committee members complete requirements of committee service.
m. Maintaining regular contact with the Staff Liaison.

.8 **MEMBERSHIP REQUIREMENT**

All members of any Committee, Sub-Committee, task force or working group must be current members in good standing of USA Swimming.

.9 **ATHLETE MEMBERSHIP**

At least one-fifth (20%) of the voting membership of each Committee shall be eligible athlete members.

.10 **CODE OF CONDUCT**

All Middle Atlantic Swimming members are held to USA Swimming's Code of Conduct.

.11 **EQUAL OPPORTUNITY TO PARTICIPATE**

It is the intent and purpose of Middle Atlantic Swimming to provide an equal opportunity to athletes, coaches, trainers, managers, administrators, officials, and other volunteers to participate in the governance of Middle Atlantic Swimming without discrimination on the basis of race, color, religion, age, gender, sexual orientation, disability, or national origin. No conditions or restrictions for participation in the governance of Middle Atlantic Swimming may be imposed unless otherwise set forth in the USA Swimming Rules & Regulations.

.12 **CONFLICT OF INTEREST**

All Committee members must complete the annual Middle Atlantic Swimming Statement of Principles of Ethical Behavior and Conflict Interest Disclosure Form. As Policy outlines, “any individual accepting the honor of serving Middle Atlantic Swimming must also accept the burdens of public disclosure and public scrutiny.”

.13 **CONFIDENTIALITY**

Items which are designated by the Committee Chair to be of a confidential or sensitive nature must not be disclosed outside the setting of the Committee. Knowingly divulging this information may result in removal from the Committee.

.14 **OPEN MEETINGS**

All Committee meetings shall be open to all members of Middle Atlantic Swimming except in those situations whereby majority vote of the body it would be in the interests of Middle Atlantic Swimming to hold a closed session (e.g., those relating to corporate or Committee personnel or legal matters).

.15 **STAGGERING TERMS**

Unless otherwise specified in the USA Swimming Rules & Regulations, Middle Atlantic Swimming’s Policy and Procedures or in this General Policies for Committee Administration and Operations, the terms of each non-athlete appointment to a Committee shall be staggered so that one-third of the non-athlete appointments are made annually.

.16 **REGULAR MEETINGS**

Committee meetings shall be held at a location determined by the Committee Chair and Staff Liaison but will normally occur by video conference. All participants in all Committee meetings, regardless of the location, shall follow the USA Swimming’s Code of Conduct or be asked to leave the subject premises and withdraw from the meeting immediately.

.17 **SCHEDULING AND WRITTEN NOTICE OF MEETINGS**

To the extent feasible, all meetings shall be scheduled one (1) month in advance of the meeting date. A written notice of all Committee meetings stating the time and place thereof shall be given to each Committee member by email to each member’s last known email address not less than five (5) days before the meeting. In the event that more than one-third (1/3) of the committee members are unable to commit to attend a meeting within three (3) days of the meeting date, the respective Middle Atlantic Swimming staff liaison or Committee Chair must cancel the meeting.

.18 **MEETING EXPENSES**

In order to conduct an in-person Committee meeting, sufficient funds must have been previously budgeted and available to assume the expenses associated with the meeting.

.19 **QUORUM & VOTING**

The presence at a regularly scheduled meeting of those duly registered and eligible to vote shall constitute a quorum. There shall be no voting by proxy. Each member shall have one vote on each matter; the Committee Chair need not vote except to break or cause a tie. Unless otherwise specified, ex-officio members shall have a voice but no vote in the meeting. Invited guests may speak when recognized by the chair.

.20 **ATTENDANCE REQUIREMENTS**

A non-athlete member who accumulates two (2) or more unexcused absences within one (1) calendar year may be removed from the Committee.

.21 **PARTICIPATION REQUIRMENTS**

Each athlete and non-athlete Committee member is expected to fully participate in all meetings and activities of the Committee as well as fulfill assigned duties in a timely manner. Failure to participate or complete assigned duties may result in removal from the Committee.

.22 **REMOVAL**

Any Committee member(s) who fails to meet minimum requirements for attendance or participation, and/or whose actions are determined to be influenced by personal interests rather than the best interests of the LSC, may face potential removal. Removal may only occur with recommendation from the Executive Director and confirmation by the General Chair and/or Board of Directors for advice and consent.

The notice of potential removal(s) from the Committee, sent by Committee Chair or General Chair and Executive Director copied, must include specific reasons for removal. Any Committee member(s) subject to potential removal shall be afforded full due process, including a 30-day written notification of the concerns and a 20-day written response opportunity.

All finalized decisions of removal shall be communicated in writing to the affected Committee member(s) by the Executive Director with the General Chair and Committee Chair copied.

.23 **MEETING AGENDA**

A preliminary written agenda of the meeting should be discussed with the Middle Atlantic Swimming staff liaison at least seven (7) days in advance of the meeting, to the extent feasible. A Committee meeting agenda should follow the outline of:

a. Call to Order
b. Reading of Mission Statement of Middle Atlantic Swimming
c. Roll Call
d. Reading of Conflict of Interest Statement
e. Approval of Previous Minutes
f. Announcements
g. Reports by Committee Members
h. Old Business
i. New Business
j. Announcement of Date & Place of Next Meeting

.24 **COMMITTEE MEETING MINUTES**

The minutes of all Committee meetings must be taken by a person designated by the chair as the secretary of the committee. The minutes should be prepared as an executive summary, not verbatim, and should include majority as well as any dissenting views. The attendance of members and guests present must be listed along with those members absent; a member whose absence is known in advance and is unavoidable may be excused, and noted, at the discretion of the Chair. Minutes must be posted to the Middle Atlantic Swimming website as a draft until minutes are approved at subsequent meeting then reposted as official. Items of a confidential or sensitive nature must be recorded separately and retained only in the Middle Atlantic Swimming files.

.25 **COMMUNICATIONS OUTSIDE OF THE COMMITTEE**

All communications from the committee intended for a wide distribution and beyond the membership of the committee, including to the local Clubs, shall first be reviewed by the Staff Liaison and the Executive Director.

.26 **AUTHORIZATION OF EXPENSES**
All expenditures must follow MASI Policy and Procedure. All Middle Atlantic Swimming funds must be received and disbursed by Middle Atlantic Swimming.

.27 **FOOD AND BEVERAGE SERVICE**
The cost of food and beverage service during in-person Committee meetings will be charged to the appropriate budget. Alcoholic beverages shall not be served during any meetings of Middle Atlantic Swimming.

.28 **HONORARIA**
If budgeted, honoraria for speakers including coaches, athletes, and presenters, are permitted.

.29 **VIRTUAL MEETINGS**
Committees shall be permitted to conduct businesses on behalf of Middle Atlantic Swimming by means of teleconference, video conferencing or other similar electronic means.

.30 **BALLOT BY E-MAIL**
Any action which may be taken at any regular meeting of the committee may also be taken without a meeting under the following procedures: The Committee Chair shall distribute a written ballot to every member of the Committee entitled to vote on the matter. The ballot shall set forth the proposed action, provide an opportunity to specify approval or disapproval of the proposal, and provide a reasonable time within which to return the ballot. Approval by written ballot shall be valid only when the number of votes cast in favor of the proposed action within the time period specified constitutes a majority of the votes entitled to be cast.
(example)

.31 **COLLABORATION BETWEEN COMMITTEES**
A Committee may request a specific task, event, or activity to be assigned and completed by another Committee(s) or Committee Member(s). This request must be documented and contain attributes that better clarify their context, timeline, progress, and responsible parties.

Requests will be processed as follows:

a. The proposal (including estimated costs of implementation), by the initiating Committee, will become an action item for consideration by a specific Committee or by the Board of Directors or Executive Director, as appropriate.
b. Specific Committee or the Board of Directors or Executive Director, as appropriate, approves or denies request. All denials must be provided in writing.
c. If approved, confirmation of appropriate budgetary funds available will be requested to Comptroller.
d. If funds are not available, a budget variance must be submitted to Board of Directors
e. The implementation of action items shall be agreed upon by the appropriate member(s) of the Committees

3.2 Committee Operations

Date of adoption / Last revision: November 13, 2023

Committee members will make decisions as a collective group and hold joint responsibility for decisions and actions taken by the Committee, even in their absence. They are responsible for ensuring that all decisions are taken in the best interests of the organization and that their role is carried out effectively. Individual members should demonstrate selflessness, integrity, objectivity, accountability, openness, honesty, and leadership (known as The Nolan Principles).

The Middle Atlantic Swimming Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance, and financial management policies, as well as by making sure the LSC has adequate resources to advance its mission. The Board of Directors provide foresight, oversight, and insight to the LSC and will provide each Committee with a Mission.

The Middle Atlantic Swimming Board of Directors has delegated the organization's operations, its achievements, and its conduct through the Executive Director (MASI Governing Policy 2.23 Board/Management Connection). Therefore, each Committee's annual overall objectives will be provided by the Executive Director annually in May.

The Committee responsibilities outlined within this document are the stated tasks of each Committee and do not encompass the comprehensive responsibility of the LSC for each Committee category. The Committee titles, while specific in nature, do not designate comprehensive responsibility to all activities of the LSC in said areas.

Meeting Frequency and Format:
Depending on the mission and responsibilities of each committee, the frequency of meetings necessary vary, and the minimum meeting frequency is specified in committee description. All meetings may be virtual, hybrid, or in-person, depending on the circumstances.

- Monthly – Meet at least 11 times per year; once per month.
- Bi-Monthly – Meet at least 5 times per year; once every other month.
- Quarterly – Meet 4 times per year.
- Annually – Meet only once per year.
- As-needed – Meet when called upon or as issues needing to be addressed arise.

Operating Committees

Age Group Committee
Athletes' Committee
Audit Committee
Awards Committee
Coaches' Committee
Diversity, Equity & Inclusion (DEI) Committee
Finance Committee
Governance Committee
Officials Committee
Open Water Committee
Operational Risk Committee
SafeSport Committee
Senior Committee
Technical Planning Committee
Travel Committee

3.3 Age Group Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission Statement**: The Age Group Committee shall identify and promote ideas to assist Middle Atlantic Swimming in developing Age Group swimmers and shall provide assistance in transitioning swimmers from Age Group to Senior.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, this Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Performance Vice-Chair

.5 **Membership**: The Age Group Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings**: Bi-monthly

.8 **Administrative Responsibilities**:

a. Submit Committee updates & reports to BOD, through BOD Liaison, before Board meetings.
b. Share information with BOD and Clubs gathered from National or Zone meetings,
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Age Group Teams
b. Age Group Championships
c. Age Group Programming
d. All additional Age Group items as assigned by the Executive Director

3.4 Athletes Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission Statement:** The Athletes Committee shall undertake any and all activities (a) delegated to it by the Board of Directors or the General Chair, or (b) undertaken by the Committee as being in the best interests of Athlete Representatives, MASI, USA Swimming and the sport of swimming.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, this Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Membership Services

.4 **Board of Directors Liaisons:** Senior and Junior Athlete Board Representatives

.5 **Membership**:
  a. The Athletes Committee shall consist of the Junior and Senior Athlete Board Representatives, and a sufficient number of Athlete Representatives elected by and from the Athlete Representatives to the House of Delegates to comprise a committee of 10 members.
  b. In addition to the Committee members, non-Committee members may also be appointed to Sub-Committees, task forces or working groups assigned to support the Committee's work, as approved by the Staff Liaison or the Executive Director, unless otherwise specified.

.6 **Chairperson**: The Senior Athlete Board Representative or their designee shall be the chair of the committee.

.7 **Meetings:** Bi-monthly

.8 **Administrative Responsibilities**:
  a. Submit Committee updates & reports to Board of Directors, through Board of Director Liaison, before Board meetings.
  b. Share information with BOD and Clubs gathered from National or Zone meetings.
  c. Elect and report to HOD - Junior Athlete Board Representative.
  d. Submit annual HOD Report by requested date.

9. **Operational Responsibilities**:
  a. Hold at least two meetings for Club Athlete Representatives.
  b. Encourage athletes to serve on MASI Committees and assist Committee Chairs find Athlete Representatives.
  c. Complete at least one community service project annually.
  d. All additional Athlete items as assigned by the Executive Director.

3.5 Audit Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission Statement:** The Audit Committee shall aid in the fulfillment of the Annually Agreed Upon Procedures Audit found in the Affiliate Agreement to USA Swimming along with overseeing the implementation of recommended procedural changes.

.2 This committee is tasked with oversight of specific responsibilities and duties that are performed by Staff for the organization; therefore, this Committee and Chair shall fall under the purview of the General Chair.

.3 **Staff Liaison**: Comptroller

.4 **Board of Directors Liaison**: Finance Vice-Chair

.5 **Membership**: The members of the Audit Committee shall be the Finance Vice-Chair, the Coach Representative, two non-athlete members who are not members of the Finance Committee and a sufficient number of Athlete Representatives so as to constitute at least twenty percent (20%) of the voting membership of the Committee.

.6 **Chairperson**: Finance Vice-Chair

.7 **Meetings**: As needed

.8 **Administrative Responsibilities**:
Submit Committee updates & reports to Board of Directors, through Board of Director Liaison, before Board meetings.

.9 **Operational Responsibilities**:

a. To conduct a review or audit or recommend an independent auditor to conduct the required annual review or audit of the financial records of MASI. If conducted internally, a minimum of three (3) committee members with a sufficient number of athletes to constitute at least 20% of the voting membership, must conduct the review or audit. The Treasurer cannot be a member of the group performing the audit, but can be present to provide clarification, information and answer questions.
b. To submit the review or audit to the Finance Committee.

3.6 Awards Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission Statement:** The Awards Committee shall celebrate the accomplishments and milestones in the sport of swimming achieved by MASI members and clubs through an awards program that creates fair and just recognition for those achievements.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, this Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Members Services

.4 **Board of Directors Liaison**: Administrative Vice-Chair

.5 **Membership**: The Awards Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings**: Quarterly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Work with the Coaches Committee to select monthly and annual coach award recipients.
b. Work with the BOD and any/all Committees to identify opportunities to recognize member accomplishments.
c. Work with MASI Staff Liaison for purchasing and (as appropriate) personalizing awards in a timely manner for distribution to recipients.
d. All additional Award items as assigned by the Executive Director.

3.7 Coaches Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission**: The Coaches Committee shall lead, direct, and represent the voice, opinions, and viewpoints of all non-athlete coach members within Middle Atlantic Swimming.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, this Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Coach Representative

.5 **Membership:** The Coaches Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: Coach Representative to the Board, elected in Year 1

.7 **Meetings:** Bi-monthly

.8 **Administrative Responsibilities**:

a. Solicit feedback from MASI Coaches to share with the Board and at MASI Coach Meetings.
b. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Share information with BOD and Clubs gathered from National or Zone meetings.
b. Collaborate with the appropriate committees and Staff to review the annual Competition Schedule.
c. Welcome and assist Head Coaches new to Middle Atlantic Swimming.
d. Share Coach Educational opportunities.
e. Work with the Awards Committee to select monthly and annual coach award recipients.
f. All additional Coaches items as assigned by the Executive Director.

3.8 Diversity, Equity and Inclusion Committee

Date of adoption / Last revision: November 10, 2025

.1 **Mission:** The DEI Committee shall lead a fostering culture of inclusion and opportunity for MASI membership of all backgrounds and abilities. In addition, the DEI Committee shall be attentive to the aquatic needs of the greater community in order to assist in the growth of the sport of swimming.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Member Services

.4 **Board of Directors Liaison**: Diversity, Equity and Inclusion Chair

.5 **Membership**: The DEI Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings**: Bi-monthly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Share information with BOD and Clubs gathered from National or Zone meetings.
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Create an atmosphere for athletes, coaches, staff and volunteers to address inclusion in an open and trusting atmosphere.
b. Create initiatives and programming to educate athletes, coaches, staff and volunteers on the challenges faced by underrepresented groups within the sport of swimming.
c. Promote LSC water safety day events.
d. Explore development of Club level DEI focused activities.
e. Assist Outreach Athletes in fully participating in the sport of swimming.
f. All additional DEI items as assigned by the Executive Director.

3.9 Finance Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission Statement**: The Finance Committee shall provide short-term and long-term financial supervision for the LSC through, but not limited to, reporting, monitoring, internal controls, and transparency.

.2 This committee is tasked with oversight of specific responsibilities and duties that are performed by Staff for the organization; therefore, this Committee and Chair shall fall under the purview of the Board of Directors.

.3 **Staff Liaison**: Comptroller

.4 **Board of Directors Liaison**: Finance Vice-Chair

.5 **Membership**: As per MASI Bylaws, the members of the Finance Committee shall be the Finance Vice-Chair, the General Chair, the Admin Vice-Chair, the Treasurer (voice, but no vote if staff member), and a sufficient number of Athlete Representatives so as to constitute at least twenty (20%) of the voting membership of the Committee.

.6 **Chairperson**: Finance Vice-Chair

.7 **Meetings**: Quarterly

.8 **Administrative Responsibilities**:

a. Submit board reports by requested date
b. Submit annual HOD Report by requested date

.9 **Operational Responsibilities**:

a. Develop, establish where so authorized, or recommend to the Board of Directors, and supervise the execution of policy regarding the investment of MASI's working capital, funded reserves and endowment funds, within the guidelines, if any, established by the Board of Directors or the House of Delegates.
b. Submit the review or audit and other reports and make recommendations to the Board of Directors with regard thereto.
c. Consult with the Executive Director on proposed budget for consideration and approval by the Board of Directors and the House of Delegates.
d. Complete and submit any state and local reports and filings.
e. Monitor financial access and expenditures to ensure fiduciary responsibilities.
f. Ensure timely required financial filings are submitted to local Treasury, IRS, and USA Swimming.

3.10 Governance Committee

Date of adoption / Last revision: November 10, 2025

.1 **Mission Statement**: The Governance Committee shall provide on-going evaluation of the structure of Middle Atlantic Swimming in order to promote optimal business process and accountability, and to provide best practice guidance and support to the Middle Atlantic Swimming Board of Directors, Committee Members and MASI member clubs, as requested.

.2 This committee is tasked with oversight of specific responsibilities and duties that are performed by Staff for the organization; therefore, this Committee and Chair shall fall under the purview of the General Chair.

.3 **Staff Liaison**: MASI Executive Director

.4 **Board of Directors Liaison**: Governance Committee Chair

.5 **Membership**:
As per MASI Bylaws, the Governance Committee members shall be appointed by the General Chair with advice and consent of the Board of Directors. The Committee shall be comprised of four (4) non-athlete members and a sufficient number of Athlete Representatives so as to constitute at least twenty percent (20%) of the voting membership of the Committee. Each athlete shall serve a two-year term, staggered such that approximately one-half of such members are appointed annually. Each non-athlete member shall serve a four-year term, staggered so that one-fourth (1/4) of such members are appointed each year. No more than one-half (1/2) of the Governance Committee members shall be members of the MASI Board of Directors at any given time. In no case shall the General Chair serve on the Governance Committee.

.6 **Chairperson**: The chair shall be elected annually by the Governance Committee from among its own members.

.7 **Meetings**: Bi-monthly

.8 **Administrative Responsibilities**:
a. Submit monthly Board reports by requested date.
b. Confirm all MASI Governing Documents align with USA Swimming Governing Documents
c. Ensure MASI Governing Documents are updated and posted within 30 days of approved legislative changes.

.9 **Operational Responsibilities**:
a. To lead in the annual evaluation of the mission and vision statements of MASI.
b. To lead in the annual evaluation of the Bylaws of MASI.
c. To lead in the biennial review of all MASI governance documents.
d. To aid in the development of operating policies and procedures.
e. To ensure that the Board's focus remains on the strategic plan.
f. To lead in the development and review of the job descriptions of Board officers.
g. To lead Board succession planning by assessing current and anticipated needs of the Board.
h. To lead in the identification and recruitment of potential Board members.
i. To nominate Board members, Administrative Review Board members, and other coordinator or chair positions to be elected by the House of Delegates consistent with the matrix of skills, demographics, and talents needed.
j. To publish the slate of candidates to the MASI membership at least twenty (20) days prior to

the election. Additional nominations may be made from the floor of the House of Delegates by the voting members of the House of Delegates.

k. To design and implement Board and Chair orientation and onboarding.
l. To design and implement an ongoing program of Board and Chair education and development.

3.11 Officials Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission:** The Officials Committee shall conduct programs to recruit, educate, train, and certify a diverse team of USA Swimming officials that will provide the highest quality, fair and consistent officiating for all levels of swimmers while ensuring safe competition environments.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Operations Vice-Chair

.5 **Membership**: The Officials Committee shall consist of voting members, as follows:
   a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
   b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
   c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
   d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.
   e. In addition, serving as ex-officio members with voice but no vote shall be:
      .1 The immediate past Officials Committee Chair

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings**: Monthly

.8 **Administrative Responsibilities**:
   a. Share information with BOD and Clubs gathered from National or Zone meetings.
   b. Submit monthly board reports by requested date
   c. Review MASI Officials webpages and ensure all information is current and accurate.
   d. Submit annual HOD Report by requested date

.9 **Operational Responsibilities**:
   a. Manage the certification of all officials in the LSC.
   b. Develop and publish educational materials.
   c. Conduct training through clinics, workshops and webinars.
   d. Support and grow a diverse population of officials at all levels and positions.
   e. Facilitate advancement plan through education, opportunity and mentoring.
   f. Ensure succession planning to maintain the highest levels of officiating in the LSC.
   g. Enable participation at National level meets for qualified officials.

3.12 Open Water Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission**: The Open Water Committee shall assist Middle Atlantic Swimming in developing, growing and promoting safe and successful Open Water Swimming programs at all levels of competition.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Performance Vice-Chair

.5 **Membership**: The Open Water Committee shall consist of voting members, as follows:
   a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
   b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
   c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
   d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson:** The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings:** As needed

.8 **Administrative Responsibilities**:
   a. Submit monthly board reports by requested date.
   b. Share information with BOD and Clubs gathered from National or Zone meetings.
   c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:
   a. Pursue and promote open water events for MASI athletes.
   b. Assist Technical Planning Committee with scheduling LSC Open Water events and Championships.
   c. Assist MASI Clubs hosting Open Water events.
   d. Educate MASI Clubs interested in hosting Open Water events.

3.13 Operational Risk Committee

<u>Date of adoption / Last revision</u>: November 13, 2023

.1 **Mission**: The Operational Risk Committee shall take a proactive approach assessing LSC risk, developing guidelines, and producing educational requirements.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Operations Vice-Chair

.5 **Membership:** The Operational Risk Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings:** Monthly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Share information with BOD and Clubs gathered from National or Zone meetings.
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Proactively identify operational risks.
b. Analyze the operational risks.
c. Recommend guidelines, policies, and programs to manage operational risks.
d. Promote the implementation of guidelines, policies, and programs to manage operational risks.

3.14 Personnel Committee

<u>Date of adoption / Last revision</u>: November 13, 2023

.1 **Mission**: The Personnel Committee shall represent the Board of Directors in the overall management of the Executive Director. Additionally, provide guidance and support to the Executive Director with regard to the implementation of employee staffing, performance management, and compensation systems.

.2 This committee is tasked with oversight of specific responsibilities and duties that are performed by Staff for the organization; therefore, this Committee and Chair shall fall under the purview of the General Chair.

.3 **Staff Liaison**: none

.4 **Board of Directors Liaison**: Administrative Vice-Chair

.5 **Membership:** The Personnel Committee shall consist of Board of Directors members, as follows:
   a. General Chair.
   b. Administrative Vice Chair
   c. Finance Vice Chair
   d. Senior Athlete Board Representative

.6 **Chairperson**: The chair shall be General Chair.

.7 **Meetings:** Annually

.8 **Administrative & Operational Responsibilities**:
   a. Ensure accurate and fair annual evaluation of the Executive Director.
   b. Assist Executive Director, as needed, with annual staffing analysis and planning.
   c. Ensure necessary resources to the Executive Director, as needed, to successfully carry out the roles and responsibilities of that position.
   d. Ensure the Employee manual is updated and distributed to all staff and that policies and procedures are implemented in a consistent manner.
   e. Ensure a comprehensive, fair, and equitable compensation system.
   f. Lead in the process to fill a vacancy of the Executive Director position.

3.15 SafeSport Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission**: The SafeSport Committee shall support Middle Atlantic Swimming's commitment to provide a healthy and safe environment, free from abuse for all its members, especially athletes, through the planning, implementation, and coordination of USA Swimming's SafeSport program.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Executive Director

.4 **Board of Directors Liaison**: SafeSport Vice-Chair

.5 **Membership**: The SafeSport Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings:** Monthly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Share information with BOD and Clubs gathered from National or Zone meetings.
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Establish ongoing communication with MASI Club SafeSport Chairs/Reps
b. Encourage and educate clubs how to become a USA Swimming SafeSport Recognized Club.
c. Recommend corrective actions for SafeSport identified risks.
d. Ensure LSC meets requirements of USA Swimming or US Center for SafeSport.
e. Distribute SafeSport educational and training materials.

3.16 Senior Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission**: The Senior Committee shall provide technical input for the structure of championship meets, for developing athletes at the post-age group level, and for transitioning athletes beyond the Senior level.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Performance Vice-Chair

.5 **Membership**: The Senior Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson:** The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings:** Bi-monthly

.8 **Administrative Responsibilities**:

a. Submit Committee updates & reports to BOD, through BOD Liaison, before Board meetings.
b. Share information with BOD and Clubs gathered from National or Zone meetings,
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Senior Teams
b. Senior Championships
c. Senior Programming

3.17 Technical Planning Committee

Date of adoption / Last revision: November 13, 2023

.1 **Mission**: The Technical Planning Committee shall aid in the evaluation and creation of the annual competition schedule, including the MASI Championship Series, to provide the LSC with opportunities for swimmers of all levels.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Competition

.4 **Board of Directors Liaison**: Performance Vice-Chair

.5 **Membership**: The Technical Planning Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson**: The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings**: Bi-monthly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Share information with BOD and Clubs gathered from National or Zone meetings.
c. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Assist host clubs with meet timeline issues for compliance with MASI and USA Swimming Rules and Regulations.
b. Assist with planning of MASI LSC Championship meets.
c. Develop annual Competition Schedule with MASI Coaches for BOD review.

3.18 Travel Fund Committee

Date of adoption / Last revision: November 10,2025

.1 **Mission**: The Travel Fund Committee shall support participation in meets at the Regional, National, and International levels through budgetary funding.

.2 Committees are tasked with operational responsibilities and duties for the Organization; therefore, each Committee and Chair shall fall under the purview of the Executive Director.

.3 **Staff Liaison**: Director of Member Services

.4 **Board of Directors Liaison**: Finance Vice-Chair

.5 **Membership:** The Travel Committee shall consist of voting members, as follows:

a. At least one-fifth (20%) of the voting membership of each Committee shall be eligible Athlete Representatives.
b. Members appointed by the General Chair with vetting and recommendation of the Executive Director, to include coaches and others to ensure a variety of perspectives to address the needs of different sizes and types of MASI Swimming member clubs. Non-athlete appointments shall serve three-year terms, staggered so that one-third are named annually.
c. The Committee Chair may create one or more Subcommittee(s) to assist in the work of the committee. In addition to the Committee members, non-Committee members may also be appointed to Subcommittees, with the support of the Executive Director, unless otherwise specified. At least one- fifth (20.0%) of the voting membership of all Subcommittees shall be eligible Athlete Representatives.
d. The Committee Chair may create a Working Group to accomplish a specific objective to assist the Committee when that work cannot be accomplished by one Committee member and Staff. The purpose of each Working Group must be in writing.

.6 **Chairperson:** The chair shall be appointed by the General Chair with the advice and consent of the Board of Directors and the respective division chair. The appointed committee chair or coordinator shall assume office upon appointment or the date designated by the General Chair and shall serve until a successor is appointed and assumes office.

.7 **Meetings:** Quarterly

.8 **Administrative Responsibilities**:

a. Submit monthly board reports by requested date.
b. Submit annual HOD Report by requested date.

.9 **Operational Responsibilities**:

a. Identify and propose meets for which financial assistance may be provided to qualified athletes, clubs and officials for travel.
b. Recommend the varying levels of meets for financial assistance.
c. Review those applications that are exceptions to the parameters for travel assistance and recommend appropriate determination.
d. Utilize the budgeted funds for athletes’, clubs’ and officials’ travel to designated meets.

4. Finance

4.1 Cash Management

Date of adoption / Last revision: November 10, 2025

MASI is dedicated to ensuring 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.

.1 **Deposits and Cash Receipts**

Office personnel shall have the following duties regarding MASI cash receipts:

a. Promptly record all cash and checks received for deposit.
b. Maintain bank accounts connection with MASI accounting software
c. All deposits shall be made into the MASI general accounts. Deposits shall be made in a timely fashion, but no less frequently than once per week.
d. The office staff member who processes the bank deposit of cash and checks will not be the same person who performs and records the monthly bank reconciliations within MASI accounting software.
e. Any relevant documents accompanying monies for deposit must be available digitally.
f. Checks deposited online (ex. scanned checks) shall be marked as electronically deposited, stored in a safe by staff, retained for a period of 60 days or as otherwise indicated by a bank's service agreement. Checks are not to be destroyed until the deposit account has been reconciled for the month. Scanned checks shall be shredded when the retention period expires
g. Cash is to be recorded and deposited in a timely manner. Undeposited cash must be recorded and will be stored in a MASI safe until deposited.

.2 **Credit Cards Payment**

a. MASI will accept a credit card payment for any financial transaction.
b. A processing fee may be added to membership applications processed with a credit card.

.3 **Cash Disbursements**

a. Vendors must submit an itemized invoice for payment. Volunteer members must submit a request, with supporting receipts, for reimbursement of expenses. No payments will be processed without invoices, receipts or similar documentation.
b. All payments and disbursements will be accounted for in the current MASI accounting system.
c. Documentation will be stored appropriately.
d. Approval for payments for goods and services purchased in accordance with policy below will be deemed granted if the requested amount is within the approved current year MASI budget and not yet spent or appropriated.
e. Requests for payments that exceed unspent budgeted amounts must be addressed by a budget variance initiated by the committee chair and/or the division chair, submitted to the Executive Director and Finance Vice-Chair, and approved by the Board of Directors.
f. Requests for payments cannot be approved by the individual submitting the request.
g. All payments are subject to monthly review by the Finance Vice-Chair and/or Executive Director.

.4 **Via Paper Checks**

a. Physical control of all checks will be with the MASI office personnel. Unused checks will be kept in a locked safe.
b. Printed checks will be forwarded to an authorized MASI signatory. The signatory will review supporting material to ensure the disbursement is legitimate and appropriate.
c. The Finance Vice-Chair, the General Chair, the Administrative Vice-Chair and/or the Executive

Director shall be authorized to sign checks for MASI. Checks for an amount less than $5,000 shall require one authorized signature; checks for an amount of $5,000 or more must require two authorized signatures.

.5 **Via Electronic Payments**

a. Vendors may be paid through the online banking system of MASI's bank.
b. An MASI employee will initiate the online banking transaction and enter the details of the electronic payment into the MASI accounting software.
c. Electronic payments will require approval by an MASI authorized signatory to the account before the payment is released and paid. The signatory will review supporting material to ensure the disbursement is legitimate and appropriate.

- **Purchasing**

1. When procuring goods and services for MASI, all purchases must be made with preferential consideration given to MASI preferred vendors. Purchases should be directed to the vendor offering the best overall value proposition to MASI. A decision not to use a preferred vendor for goods or services must be approved by the Executive Director.
2. Each Committee Chair is responsible for ensuring that the committee adheres to the appropriate process when making purchases.
3. When procuring goods and services for $500 and above for MASI, whenever possible, at least two of the required bids should be solicited from vendors located within the geographic boundaries of MASI.
4. All procurement must use one of the following methods:
   a. Less than $500 - purchases of less than $500 that are included within the approved MASI budget can be made without any additional approvals.
   b. $500 - $5,000 - purchases of $500 - $5,000 that are included within the approved MASI budget require three direct or over-the-phone quotations of rate, cost, etc. Such quotes may also be obtained online. Quotes must be submitted to the Executive Director or the Finance Vice-Chair for approval.
   c. $5,000 and $10,000 - purchases of $5,000 - $10,000 that are included within the approved MASI budget require that the purchaser obtain three written estimates of the total cost. This process does not need to be a sealed bid process. Quotes must be submitted to the Executive Director or the Finance Vice-Chair for approval.
   d. Over $10,000 – purchases over $10,000 that are included within the approved MASI budget require that there be three (3) sealed bids. An Invitation for Bids (IFB) notice must be prepared and sent to at least three vendors. Include realistic specifications and descriptions of the goods or services to be procured and the procedure for submitting a bid. The division vice-chair, along with the committee chair shall open all proposals at the same time and evaluate the price/value proposition. If detailed specifications for the goods or services cannot be prepared and the primary basis for awarding the contract is not cost, then the Mid- Purchase process may be used. Quotes must be submitted to the Executive Director or the Finance Vice-Chair for approval.

- **Returned Checks**

MASI will impose any related bank charges for any deposited check that is returned by the bank. MASI will notify the individual or club who wrote the check. An individual or club may be suspended from activities until the unpaid check and service fee are resolved.

- **Unused Funds**

At the completion of any fiscal year, funds that were allocated for any purpose but have not been spent or formally committed will be returned to the MASI general account.

4.2 Cash Reserves

Date of adoption / Last revision: November 10, 2025

The purpose of the Cash Reserve Policy is to define the categories, the calculation and the investment approach for Middle Atlantic Swimming, Inc.'s excess cash reserve. The policy will enable MASI to support strategic business practices, manage cash flow interruptions, minimize the need for working capital borrowing, meet commitments, obligations or other contingencies, and generate investment income.

Definitions

Middle Atlantic Swimming, Inc. shall consider three classes of cash, as defined below:

.1 **Operating Reserve**
   a. Cash required to financially operate the organization for a period of time, should business conditions require such a reserve.
   b. Funds to meet unfunded and unexpected organization needs.
   c. Funds for emergency and emerging needs of subsidiaries.
   d. Funds to make up a deficiency in budgeted revenue, either in results or collection experience.
   e. Cash reserves must equal to at least fifty percent (50%) of Program Services Revenue, as reported on the most recent IRS Form 990.
   f. If the Operating Reserve is and has been less than 75% of the targeted reserve level for two consecutive years, the Board of Directors, in the absence of any extraordinary circumstances, will adopt an operational budget that includes a projected surplus sufficient to rebuild the Operating Reserve Fund to its targeted reserve level over the following two years.

.2 **New Program Reserve (NPR)**
   a. To support new programs defined during the annual budget process
   b. New programs are programs that have not been FUNDED nor BUDGETTED within the last 5 years
   c. Defined during the annual budget process
   d. No greater than 25% of Operating Reserves

.3 **Investment Reserves**
   a. Any extra cash, not covered by Operating Reserve or New Program Reserve
   b. As a general guideline, we recommend operational funds to be kept at 3 times expected monthly expenses. When funds exceed said threshold, funds may be moved to the existing MASI investment accounts

4.3 Investment Approach

Date of adoption / Last revision: November 10, 2025

The Operating Reserve and the New Program Reserve will be invested at an FDIC insured institution. If reserves exceed the maximum FDIC insured limits, more than one institution must be used in order to guarantee all funds are federally insured. The Investment Reserve will be invested according to the Investment Policy Statement approved by the Board of Directors.

Policy Oversight/Review

In accordance with Article 7.4.3 of the MASI bylaws, this policy shall be managed by the finance committee.

This policy will be reviewed every four years (in the fiscal year that Olympic Trials are held) by the Finance Committee or sooner if conditions warrant. Any changes thereto will be approved by the Board of Directors.

4.4 Reporting and Reconciliation

Date of adoption / Last revision: November 10, 2025

.1 **Monthly Office Processes**

a. Office personnel will ensure a timely reconciliation of the following:
   - .1 Monthly registrations reported by USA Swimming vs monthly registrations reporting by the MASI accounting software. Any variances will be explained in the report.
   - .2 The bank balance of all bank accounts vs the balance according to the MASI accounting software

b. The Finance Vice-Chair will review those reconciliations and report any unusual variances to the MASI Board of Directors.

.2 **Reporting to the Board**

The Finance Vice Chair or Treasurer will present the following to the Board of Directors:
Balance Sheet Report – at each meeting

a. YTD P&L Report - at each meeting
b. Budget vs Actual Report - at each meeting and quarterly
c. Major variances – at each meeting and quarterly
d. Investment Portfolio performance report – quarterly

.3 **Annual Process**

a. As per the affiliation agreement with USA Swimming, an outside auditor will review the MASI financial statements annually. This review must be completed in accordance within dates specified in said affiliation agreement. An outside accountant will prepare and file the annual tax return(s) for MASI, based on the approved financial statements. The tax return(s) will be reviewed by the Finance Vice Chair and submitted to the appropriate agencies.
b. The Executive Director will submit a copy of all required financial reports to USA Swimming within predetermined deadlines after the close of the MASI fiscal year, as provided in affiliation agreement with USA Swimming. Upon request, annual submitted reports must be available to the MASI Board of Directors.
c. The Finance Committee will also review all MASI internal controls (e.g. MASI Policy & Procedures Manual) and review, and update as necessary. The findings shall be reported to the MASI Board of Directors.

4.0 **Budgeting**

a. The annual budget will be prepared by the Executive Director.
   - .1 The Executive Director shall request all Committee Chairpersons review their programs, confer with their committees, and prepare a statement of their anticipated needs for the next fiscal year.
   - .2 All budget proposals must be submitted to the Executive Director. If a new program is being proposed, full documentation, including a statement of why the program should be funded and a breakdown of program cost, is required.
   - .3 For any current program which requests a significant change in funding, full documentation must be provided, including a statement of the rationale for the change.

b. At a Board of Directors meeting (preferably March or April), prior to the annual House of Delegates meeting, the proposed annual budget will be presented. The Board shall review, may modify and must agree upon a recommendation for approval or disapproval thereof at the House meeting (Article 5.6.5).
c. The House of Delegates, at its annual meeting, must approve a Middle Atlantic Swimming budget. This budget is for the next fiscal year.

5. Travel

5.1 General Travel Policy

<u>Date of adoption / Last revision</u>: November 10, 2025

MASI is committed to supporting travel that advances its mission and ensures fair representation at Zone, National and other designated competitions, conferences, and meetings. This policy establishes uniform procedures for travel authorization, expense reimbursement, and financial support. It applies to staff, athletes, clubs, officials and other designated representatives of the LSC. All travel must be preapproved in accordance with established guidelines, and expenses will be reimbursed only as outlined in the LSC's approved budget and procedures.

MASI will plan and coordinate travel in advance for seminars, meetings, and workshops hosted by USA Swimming, the Eastern Zone, and the LSC, so members are not required to pay out of pocket or seek reimbursement.

5.2 Athlete Travel Assistance

Date of adoption / Last revision: November 10, 2025

MASI provides financial travel assistance to eligible athletes who participate in designated championship-level meets. The assistance is tied to the MASI fiscal year (September 1 – August 31) and applies to Winter, Spring, and Summer seasons, with Trials-class meets treated separately.

Eligible meets must be USA Swimming/LSC-sanctioned and open to all MASI athletes with the required qualifying times. Athletes may receive assistance for one meet per season, with exceptions allowing additional support for Trials-class and Open Water events.

Travel assistance is determined by the swimmer's highest qualifying time standard, not the specific meet attended. Awards are tiered into levels based on USA Swimming Championship standards, with the exact amounts outlined in the annual Meets and Levels document. Olympic Trials travel assistance is managed separately from other meets.

To receive travel assistance, a swimmer must qualify for and participate in at least one individual event at a designated meet. Participation (declared false start (DFS) is not considered participation) in only a bonus or relay event at the meet shall NOT satisfy this participation requirement.

Athlete Travel Assistance Eligible Athletes who participate in designated Championship-level meets	
General	• **Meets designated by season: Winter (Sep–Dec), Spring (Jan–Apr), Summer (May–Aug). Trials meets considered separately.** • **Eligibility: one meet per season, except: Trials meets don't count toward a season; Open Water swimmers may receive up to 3 awards/year (pool + OW in same season).**
Travel Assistance Support	• **Awards for each level noted in the Meets and Levels document.** • **Assistance for Olympic Trials shall be distributed separately from the support of other meets.**
Eligibility Requirements – MASI Registration	• **Must be currently registered with MASI at time of meet.** • **Award levels by registration year: 1st – none; 2nd – 25%; 3rd – 50%; 4th – 75%; 5th+ – 100%.** • **Credit for registration year determined as of December 1.**
Eligibility Requirements – Meet Participation	• **Pool swimmers: must compete in 2 MASI sanctioned meets in prior year (DQ for stroke/turn or false start counts; DFS or no-show does not).** • **Open Water swimmers: exempt from MASI meet requirement but must meet OW qualifying times (800/1000 Free or 1500/1650 Free).**
Eligibility Requirements – Qualifying Time Standards	• **Bonus Level (Summer only): Summer USA Swimming National Champs (LC).** • **Level 1: USA Swimming Winter Nationals (SC).** • **Level 2: USA Swimming Winter Juniors (SC).** • **Level 3: Winter Juniors (SC) - bonus standard.** • **Qualifying period is no earlier than the following dates one calendar year prior to the meet: Winter (September 1), Spring (January 1), Summer (June 1), Open Water (June 1), Olympic Trials (January 1).** • **All time standards can be found on the annual Meets and Levels document posted by the Travel Fund Committee (TFC) at least 30 days prior to the season.**

NCAA & Post-High School Swimmers	• **Eligible up to 4 years after HS graduation (summer immediately after graduation is not considered NCAA & post high school).** • **Eligibility extensions possible with approval from TFC.** • **College swimmers: eligible for Summer or Trials meets only, if MASI registered and representing MASI.** • **Swimmers are responsible for ensuring their own compliance with NCAA rules and regulations.** • **Must maintain annual MASI registration; otherwise future awards may be reduced by 25%.** • **Must submit Travel Support Declaration for any other financial support received.** • **Swimmers 19+ years eligible only for Level 1 or 2 assistance.**
Open Water Athletes	• **MASI provides support for designated OW Championships.** • **Waivers may be available if not currently competing in pool competition or if time standard achieved prior to qualifying period.** • **National OW Team members or top-8 finishers at Nationals receive Level 1 award.**
Disability/Paralympic Athletes	• **Support available for designated disability/Paralympic meets.** • **Amount equivalent to support for comparable meets.**
Award Payment	• **Awards paid to swimmer's club; request form with documentation required.** • **Unattached swimmers must contact MASI office directly.** • **Awards distributed per season up to budgeted amount, prioritized as: Summer Bonus > L1 > L2 > L3** • **All awards are subject to Executive Director approval.**
Deadlines	• **All deadlines are found on the travel assistance request form.** • **Off-season funded meets are 15 days after meet the last day of the meet.** • **October 1 of the fiscal year immediately following the Summer season for late requests.**
Appeals	• **Appeals must be submitted to MASI Office by October 1 of the fiscal year immediately following the Summer season.** • **Any further appeals may be referred to MASI Administrative Review Board.**

5.3 Club Travel Assistance

Date of adoption / Last revision: November 10, 2025

MASI provides travel assistance to eligible clubs that participate in designated summer championship meets, including USA Swimming LC Nationals, LC Junior Nationals, the LC US Open, and Olympic or World Championship Trials. To qualify, the club must be registered with MASI, the attending coach must be currently certified and registered, and at least one MASI-registered swimmer from the club must compete in the meet.

Travel assistance is determined by the Club's swimmer with the highest qualifying time standard in attendance at meet, not the specific meet attended. Awards are tiered into levels with the exact amounts outlined in the annual Meets and Levels document. Olympic Trials travel assistance is managed separately from other meets.

Club Travel Assistance Clubs who participate in designated LC Championship-level meets	
Club Registration	• **Club must be registered with MASI at the time of the meet.**
Coach Certification	• **Coach must be certified and registered with MASI at the time of the meet.**
Swimmer Participation	• **At least one MASI member must represent and compete in the meet.**
Eligible Meets	• **USA Swimming LC Nationals, USA Swimming LC Junior Nationals, LC US Open, Olympic Trials, World Championship Trials (Summer)**
Documentation	• **Club must provide proof of travel by Coach in the form of airline receipt or hotel receipt.**
Annual Award Limit	• **Each MASI club is eligible for one travel assistance award per year (except Olympic Trials year).**

5.4 Travel Assistance for Officials

Date of adoption / Last revision: November 10, 2025

MASI provides travel assistance to officials who serve in assigned leadership positions at USA Swimming National and Zone-level meets. Eligible roles include Meet Referee, Administrative Referee, Deck Referee, Starter, or Chief Judge.

Officials may receive assistance if they hold one of these assigned positions, or with the approval of the MASI Officials Chair if they have a participating child at the meet. Officials without a child competing are also eligible to receive assistance when working at a designated National meet.

Travel Assistance for Officials Officials at National and Zone level meets	

Eligibility	• **National**
	  ○ **Assigned position or has no child attending or participating in the meet**
	  ○ **Must have worked at least 10 MASI meet sessions within the previous 12 months, including at least 4 sessions at a MASI Championship level meet (e.g., Senior Champs, Junior Champs, Silver Champs)**
	• **Zone – Assigned position or approval of the MASI Officials Chair**

Standardized Support	• **Amount of travel assistance for an official will match the amount of Level 1 support provided to MASI athletes.**
Annual Award Limit	• **An official may receive travel assistance for only one National or Zone level meet per MASI fiscal year.**

5.5 Business Travel: Non-Staff

Date of adoption / Last revision: November 10, 2025

Business Travel Non-staff members attending meetings on behalf of the LSC	
Air travel	• May book any carrier providing the fare is cost effective • Lowest Available Economy Class Airfare • When available, book at least 21 days in advance • Costs associated with upgrades are the responsibility of the traveler
Rental Car	• Book intermediate or mid-size vehicles unless a larger vehicle is necessary. • Utilize ride share services where available to include airport shuttles, taxis, etc. • Must refuel the vehicle before returning it to avoid high fuel surcharges imposed by rental agencies
Personal Use of Automobile	• Mileage is reimbursable at the IRS rate when personal car is used • Mileage reimbursements must be supported with appropriate documentation, including starting/ending locations, number of miles traveled, and purpose of the trip. • Mileage reimbursement for regular MASI House of Delegates, Board of Directors, LSC meets and championships or various committee meetings will not be provided. • Mileage should not exceed cost of round-trip airfare • Traveler provides insurance
Tolls & Parking Fees	• Economy level airport parking should be utilized • No reimbursements for garage parking for travel in excess of two nights unless preapproved by Executive Director
Other Transportation Methods	• Reasonable and necessary expenses for train, taxis, ride shares (e.g., Uber/Lyft), airport shuttles, and public transportation are eligible for reimbursement when used for MASI business purposes. Receipts are required for all such claims.
Hotels	• Refundable room rate should always be used when booking • Groups should be booked through preferred vendor • Incidental costs associated with accommodations are the responsibility of the traveler • Charges incurred due to late cancellations, early departures, or no-shows are the responsibility of the traveler—unless the circumstances were beyond the traveler's control (e.g., canceled flights, emergencies, etc.)
Per Diem	• When appropriate, MASI will provide travelers with a per diem allowance to defray a portion of meal costs. • Daily rate per diem will be pro-rated for partial days and reduced if meals are provided by MASI, USA Swimming or other groups (sponsors, LSCs, workshops, coaches, etc.) • IRS regulations for per diem reimbursements utilize the High-Low method for different cities within the United States. Rates can be found online at IRS.gov. • If an individual receives a travel advance or has other costs that are incurred by MASI and chooses not to travel, all advanced money and costs must be promptly returned to MASI.
Travel & Business Meeting Meals	• Itemized receipts required for all meals – credit card summary receipts are NOT acceptable • Business purpose and attendees are required for all meals
Travel Reimbursement Reports	• Volunteers, Contractors, Coaches and Athletes must submit within 60 days of travel • Reimbursement form can be found at MASI website (Administrative Forms)

5.6 MASI Championship Series Meets: Assigned Officials

Date of adoption / Last revision: November 10, 2025

Travel Policy Section 2 Assigned Officials for MASI Championship Series Meets	
Hotels	• Hotel accommodations for the Meet Referee and the Admin Referees when those officials have been assigned/approved by the MASI Officials Chair and the official resides more than twenty-five (25) miles from the meet location. • Other designated meets of a comparable level may be included when officials are assigned by the MASI Officials Chair. • Additional rooms for other senior officials (e.g. Referee, Starter, Chief Judge) may be reimbursed at the discretion and approval of the MASI Officials Chair. • Officials Committee Chair will advise assigned officials of reservation booking procedures. • Incidental costs associated with accommodations are the responsibility of the traveler • Charges incurred due to late cancellations, early departures, or no-shows are the responsibility of the traveler—unless the circumstances were beyond the traveler's control (e.g., travel interruptions, emergencies, etc.)
Travel Reimbursement Reports	• Officials must submit within 60 days of travel (if applicable) • Reimbursement form can be found at MASI website (Administrative Forms)

5.7 LSC-Assigned Travel: Coach

<u>Date of adoption / Last revision</u>: November 10, 2025

Travel Assistance for Coaches Coaches at Eastern Zone Age Group Championship – All Star Format	
Eligibility	• **Zone – Assigned coaching staff**
Hotel	• **Hotel accommodation for the duration of the meet will be set up and paid for by MASI.**
Coaching Stipend	• **Coaches may be provided with a stipend in recognition of their service to MASI**

5.8 Business Travel: Staff

<u>Date of adoption / Last revision</u>: November 10, 2025

Business Travel Staff Only	
Air Travel	• May book any carrier providing the fare is cost effective • Lowest Available Economy Class Airfare • When available, book at least 21 days in advance • Costs associated with upgrades are the responsibility of the traveler
Rental Car	• Book intermediate or mid-size vehicles unless a larger vehicle is necessary. • Utilize ride share services where available to include airport shuttles, taxis, etc. • Must refuel the vehicle before returning it to avoid high fuel surcharges imposed by rental agencies
Personal Use of Automobile	• Mileage is reimbursable at the IRS rate when personal car is used • Mileage reimbursements must be supported with appropriate documentation, including starting/ending locations, number of miles traveled, and purpose of the trip. • Mileage should not exceed cost of round-trip airfare • Traveler provides insurance
Tolls & Parking Fees	• Economy level airport parking should be utilized • No reimbursements for garage parking for travel in excess of two nights unless preapproved by Executive Director
Other Transportation Methods	• Reasonable and necessary expenses for train, taxis, ride shares (e.g., Uber/Lyft), airport shuttles, and public transportation are eligible for reimbursement when used for MASI business purposes. Receipts are required for all such claims.
Hotels	• Refundable room rate should always be used when booking • Groups should be booked through preferred vendor • Incidental costs associated with accommodations are the responsibility of the traveler • Charges incurred due to late cancellations, early departures, or no-shows are the responsibility of the traveler—unless the circumstances were beyond the traveler’s control (e.g., canceled flights, emergencies, etc.)
Travel & Business Meeting Meals	• Itemized receipts required for all meals – credit card summary receipts are NOT acceptable • Business purpose and attendees are required for all meals
Travel Reimbursement	• Expenses will be reimbursed monthly

5.9 MASI Delegates: USA Swimming House of Delegates Meeting

Date of adoption / Last revision: November 10, 2025

MASI Delegates for the USA Swimming House of Delegates Meeting will be selected using the priorities listed below to satisfy Article 6.1.12 of the USA Swimming By-Laws based on the membership type.

.1 MASI members who are House of Delegates voting members through their positions with USA Swimming, the Eastern Zone, or any organization other than MASI, are not eligible to be MASI LSC delegates as well.

.2 MASI Delegate Selection
- a. Unspecified or Non-coach/Non-Athlete Delegates – Use the priority listed in (4).
- b. Coach Delegates – the priority for coach delegate shall be the MASI Coach Representative. Remaining coach delegates will follow the priority listed in (4)
- c. Active Athlete Delegates – The first two athlete delegates shall be the MASI Senior Athlete Representative to the BOD and the MASI Junior Athlete Representative to the BOD. Additional Active Athlete Representatives will follow the priority listed in (5)
- d. Priority for remaining delegates:
  - .1 General Chair
  - .2 Performance Vice Chair
  - .3 Executive Director
  - .4 Administrative Vice Chair
  - .5 Age Group Committee Chair
  - .6 Senior Committee Chair
  - .7 Safe Sport Vice Chair
  - .8 DEI Vice Chair
  - .9 Officials Committee Chair
- e. Should the above positions be insufficient to fill the delegation, additional BOD members will be invited depending on their membership type in the following priority:
  - .1 Past General Chair
  - .2 Governance Chair
  - .3 National Committee Representative
- f. Should a named delegate be unable to attend, the priority list for the membership type shall be revisited.
- g. If vacancies remain, the General Chair, with the advice and consent of the BOD, may invite other current committee chairs and committee members or recent past BOD members with the necessary membership type.

6. Meets & Competition

6.1 Swim Meets

Date of adoption / Last revision: November 10, 2025

Sanctioned, Approved, Observed

Three categories of swimming competition are recognized by USA Swimming: Sanctioned, Approved, and Observed swim meets. The requirements and conditions associated with each meet type are detailed in Article 202 of the USA Swimming Rulebook. MASI is authorized by USA Swimming to issue sanctioned, approved or observed status for all such swimming competitions and related events involving competitive swimming within the MASI geographical boundaries, except when national swimming competitions as defined by USA Swimming may be held within those boundaries.

The designated MASI Staff provides strategic oversight and leadership for all aspects of meet sanctioning and LSC-level competition management, ensuring the efficient execution, compliance, and quality of sanctioned events across the Middle Atlantic Swimming LSC.

6.2 Sanctioned Meets

Date of adoption / Last revision: November 10, 2025

Sanctioned Meets are officially approved competitions that meet all the requirements of USA Swimming rules and regulations.

.1 **Requirements and Conditions**

a. The requirements and conditions for sanctioned meets are listed in Article 202 of the USA Swimming Rulebook. All criteria detailed in Article 202 must be followed by the event host organization.
b. To host a sanctioned meet, host club must follow the bid process and application procedures detailed in the MASI Meet Director's Handbook. All sanctioned meets must have a MASI-certified Meet Director (MD) and Operational Risk Director (ORD) present at all sessions.
c. All host clubs must maintain current recognition in USA Swimming's SafeSport Recognition Program as a condition for hosting a sanctioned meet.
d. All competing swimmers must be current athlete-members of USA Swimming. The MD, ORD, all coaches and all officials must be members in good standing of USA Swimming.
e. Sanction applications from non-MASI clubs must include a MD and ORD, but they do not have to be certified by MASI.

.2 **Non-Championship Meets**

All responsibilities for hosting a non-championship MASI meet lie with the host club. Clubs hosting sanctioned meets are required to follow the regulations and procedures detailed in the USA Swimming Rulebook, MASI Policy & Procedures Manual and the MASI Meet Director's Handbook.

Weekends designated for MASI Championship Series meets and the annual MASI House of Delegates meeting are reserved for those events and are not available for club-hosted meets, except as expressly approved by MASI.

.3 **Bid/Application Process**

MASI will provide opportunities for member clubs to host short course and long course competitions. To host a meet.

a. Clubs electronically submit bids to MASI by published deadlines.
b. Participate in the mandatory Meet Hosts meeting prior to the annual House of Delegates meeting.
c. Failure to attend Meet Hosts meeting, will result in Club's hosted meets being removed from proposed schedule.

.4 **Bid Packet Requirements**

a. Designated Weekends for MASI Championship Series Meets and House of Delegates Meeting
b. Meet Host Application
c. Facility Usage Request Form
d. State Code Compliance Agreement
e. Emergency Action Plan (EAP)

.5 **Bid Packet Deadlines**

a. Club-hosted short course season meet April 15
   .1 Deadline is for subsequent season.
   .2 Short Course season is September through April
b. Club-hosted long course season meet March 14
   .1 Deadline is for upcoming LC season.
   .2 Host clubs are encouraged to submit LC bids with SC
   .3 Long Course season is May through August

MASI-Recognized Meet Types

Meet Type	Eligibility	Attendees
Mini	8 & Under swimmers	All teams
Developmental	8 & Under, 9-10, 11-12 developmental swimmers	All teams
Intrasquad	One team | Any format	Host team
Dual	Two teams | Any format	Invited teams
Closed Invitational	Three or more teams | Any format	Invited teams
A/BB/C	9 & Over swimmers	All teams
BB/C or sub-JRs	Swimmers with times no faster than BB or sub-JRs	All teams
A+	Swimmers with at least an A qualifying time	All teams
Distance	Only events 400(y,m)/500(y) or longer	All teams
Relay	Relay events only	All teams
Time Trials	In conjunction with a scheduled meet	

.6 **Meet Host Meeting of Non-Championship Meets**
A mandatory meeting must be held sharing the potential meet schedule, unresolved conflicts, and any updated procedures for sanctioned meets.
a. Potential Meet Schedule
b. Unresolved Conflicts
c. Updated Procedures for Sanctioned Meets

.7 **Sanction Process**
a. Submit electronically required documents and files.
   a. Completed Sanction Application
   b. Electronic copy of meet announcement, including all requirements (Article 202.4)
   c. Event File
b. Required documents and files reviewed by designated MASI Staff.
c. Designated MASI Staff issues sanction and publishes meet announcement with entry files on MASI website. Meet announcements must not be published elsewhere prior to the issuance of a sanction.
d. Sanction fees will be invoiced with rebate fees.

.8 **Reconciliation Process**
a. A backup copy of the meet database must be sent to the designated MASI staff ten (10) full business days prior to the first day of the meet to confirm that all athletes entered in the meet are properly registered.

b. Any registration errors indicated in the pre-meet reconciliation report must be corrected prior to the meet, including the registration of athletes before or at the meet following procedures established by MASI.
c. Any additional information regarding these procedures may be included in the MASI Meet Directors Handbook.

.9 **Financials**

a. Fees associated with sanctioned meets can be found in the Fee Table.
b. All requests for exceptions to any meet-related fees must be submitted in writing and accompanied by the rationale for the exception. Submit requests to the designated MASI Staff.
c. MASI will invoice host clubs any fees related to sanctioned competition. All deadlines on invoice must be followed. Fees not received by deadline may be subject to additional penalties.

.10 **Results Processing**

The meet host will submit an electronic backup of the completed meet to the designated MASI Staff within twenty-four (24) hours following completion of the meet. MASI will enter the results into the SWIMS database. It is the responsibility of the meet host to provide correct USA Swimming registration IDs for each USA Swimming member athlete.

.11 **Penalties**

Meet hosts are required to comply with the provisions of Articles 202.4 and 202.5 of the USA Swimming Rulebook, as well as any additional MASI meet policies. Failure to comply with imposed penalties shall result, at the discretion of MASI, in suspension of future meets and/or withdrawal of future meet sanctions.

6.3 Additions to the Meet Schedule

<u>Date of adoption / Last revision</u>: November 10, 2025

Clubs seeking to add a meet to the LSC competition schedule after its approval by the House of Delegates must submit a written request to the designated MASI Staff. Approval is at the discretion of MASI and is subject to calendar availability, conflict review, and compliance with all sanctioning requirements.

Process

.1 Submit completed Request to Add a Meet form to designated MASI staff.

.2 Approval of a meet being added to the existing schedule may be subject to agreement among other clubs hosting meets the same date.

.3 The application fee for meets added after the schedule has been approved shall be double the fee listed in the Fee Table.

.4 Applications for all meets should be submitted at least sixty (60) days prior to the meet. Exceptions may be granted under unusual circumstances or other unforeseen conditions at the discretion of MASI.

6.4 Denied Sanction Appeal Process

Date of adoption / Last revision: November 10, 2025

Any applicant whose sanction application has been denied by the Director of Competition shall have the right to appeal the denial to the Eastern Zone Sanction Appeal Panel (Article 202.3). The Eastern Zone Sanction Appeal Process Handbook includes procedures for filing and conduct of such appeals.

6.5 MASI Championship Meet Series

Date of adoption / Last revision: November 10, 2025

.1 **Championship Meets**
The MASI Championship Meet Series are comprised of, but not limited to, the following events (may include multiple sites):

a. Short Course (SC) Championship Series
   - .1 Senior Championship
   - .2 Junior Championship
   - .3 Silver Championship
   - .4 10 & Under Championship

b. Long Course (LC) Championship Series
   - .1 Senior Championship
   - .2 Junior Championship
   - .3 Silver Championship

Additional Championship events may be created, modified, or discontinued at the discretion of MASI.

.2 **Championship Meet Planning Process**

a. The appropriate MASI committees, (e.g., Senior Committee and Technical Planning for the Senior Championship), in coordination with MASI, shall have primary responsibility for determining the structure of their respective championship meets. This includes, but is not limited to, the format, duration, and qualifying time standards.
b. Qualifying time standards shall be published no later than November 1 (SC) and May 1 (LC).
c. The meet announcement shall be posted no later than three (3) months prior to the first day of the meet.
d. MASI reserves the right to require the use of the USA Swimming Online Meet Entry (OME) when it is determined to be the most effective option for meet entry.

.3 **Championship Meet Host Clubs**
MASI Championship Series Meets are sanctioned meets. Host Clubs are required to follow the regulations, policies, and procedures described in Sanctioned Meets section of this Policy and Procedure Manual.

The host club will be responsible for financial and other aspects of the meet, facility arrangements, entry processing, and results reporting. The host club shall pay the designated rebate fee to MASI.

.4 **Championship Meet Officials**
The Officials Committee Chair will designate/approve the appropriate officials for the championship meets.

.5 **Championship Meet Task Force**
Bids for MASI Championship meets shall be reviewed and awarded by a task force consisting of the following MASI Board of Directors Members, Committee Chairs and Staff Members:

a. Performance Vice-Chair
b. Technical Planning Committee Chair

c. Coach Representative
d. Senior Athlete representative
e. Senior Committee Chair (for Senior championship meets) OR
f. Age Group Committee Chair (for Age Group championship meets.)
g. Executive Director
h. Designated Staff Member

.6 Bid Process

a. MASI shall publish bid materials annually, outlining requirements and procedures for hosting MASI Championship Meets. These materials shall include, but are not limited to, facility standards, staffing expectations, SafeSport compliance, financial obligations, and submission deadlines.

b. Member clubs seeking to host a MASI Championship Meet must submit a completed bid application by the published deadline. If a club is bidding to host more than one championship meet, a separate application must be submitted for each championship meet.

c. The MASI Championship task force shall review all submitted bids for compliance with published requirements. In the event of multiple bids for the same meet, the committees may request additional information from bidding clubs and shall award Championship Meets based on the best interests of the athletes and MASI.

d. MASI reserves the authority to consider and approve late or supplemental bids under unusual circumstances, such as facility availability changes, calendar adjustments, or other unforeseen conditions.

.7 Awarding of Championships

The awarding of bids for short course championship meets will be made no later than October 31, and the awarding of bids for long course championship meets will be made no later than March 31. Announcement of bid awards may be delayed if there are no acceptable bids as determined by the task force, or negotiations between the task force and potential hosts are incomplete.

6.6 Approved Meets

Date of adoption / Last revision: November 10, 2025

Approved meets are distinct from sanctioned meets; they are not conducted under a USA Swimming sanction, but they require observation to ensure compliance with technical rules for times to be accepted.

Approved meets are limited to the following types of competition:

- Championship Meets – a league or season-ending culminating meet
- Multi-Team Meets – a competition with four (4) or more participating teams and at least 150 swimmers.

.1 **Requirements and Conditions**

a. All Approved Meets must comply with the requirements and conditions of Article 202 of the USA Swimming Rulebook.
b. To obtain Approved status, the host organization must submit a complete application packet.
c. For all Approved Meets other than YMCA meets, the application must list a sufficient number of USA Swimming officials, certified at a minimum of Stroke & Turn level, to assure that the conduct of the meet and all times achieved are in conformance with USA Swimming technical rules. (USA Swimming Rule 202.6) A USAS certified referee, a USAS certified starter, and at least two USAS certified stroke and turn officials are required per session.
d. YMCA meets must be staffed with YMCA-certified officials in accordance with YMCA standards.

.2 **Application Process and Deadlines**

a. The Application Packet are due no later than sixty (60) days before the first day of competition.
b. Applications submitted fewer than 60 days in advance may be considered with payment of the late application fee. (see Fee Table)
c. Applications will not be accepted fewer than thirty (30) days prior to competition.

.3 **Application Packet Requirements**

a. Completed Approved Meet Application
b. Meet Announcement with all details
c. Non-refundable Application Fee (see Fee Table)

.4 **Reconciliation (recommended, not required)**

a. An electronic backup of the meet database must be submitted to MASI seven (7) days prior to the start of the competition.
b. The meet database must include ID numbers and birthdates for ONLY those athletes who are registered members of USA Swimming.
c. A pre-meet reconciliation report will be returned to the meet host identifying unregistered athletes or athletes with incorrect ID numbers.
d. Corrections must be completed.

.5 **Results Processing**

An electronic backup of the completed meet must be submitted to MASI within seven (7) days following completion of the meet.

6.0 **Financials**

a. A non-refundable Application Fee must accompany the application. (see Fee Table)
b. The host organization must pay an entry fee rebate based on the total individual meet entries,

including non-USA Swimming members.

c. MASI will invoice host organizations any fees related to competition. All deadlines on invoice must be followed.
d. Failure to pay the rebate fee may result in times from the meet not being recorded in the SWIMS database.

7.0 **Times**

a. Times for registered USA Swimming athletes will be entered into SWIMS following procedures established by MASI.
b. The host is responsible for providing correct registration IDs for all USA Swimming athletes.

6.7 Observed Meets

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Observed Meets are meets conducted under other than USA Swimming rules (NFHS, USMS, USOPC) that are observed by assigned USA Swimming or YMCA officials for conformance with USA Swimming technical rules.

Observed Meets are limited to the following types of competition:

- Season-culminating championship meet
- Invitational (non-season-culminating championship meet)

.1 **Requirements and Conditions**

a. The requirements for an Observed Meets are stated in Article 202.8 of the USA Swimming Rulebook. All provisions of this section must be followed by the hosting organization.

b. To have Observed Meets recognized, the host club or organization must submit an application packet to MASI.

c. The number of Association officials must meet the minimum requirements. There must be a referee, starter and two stroke and turn officials as provided in Article 102.10 – USA Swimming Rules & Regulations. A minimum of two additional USA Swimming Certified stroke & turn officials shall be assigned as observers for the purpose of verifying conformance with USA Swimming technical rules. Observers shall be permitted access to the pool deck. If at least two of the association meet officials are dually certified by USA Swimming, additional observers are not necessary. Where the technical rules listed in Article 101 are the same as the host organization, the judgment of the organization officials shall be sufficient.

.2 **Application Process and Deadlines**

The Application Packet must be electronically submitted no later than thirty (30) days prior to the first day of competition

3.0 **Application Packet Requirements**

a. Observed Meet Application

b. Meet Information, containing all meet details

4.0 **Results Processing**

An electronic backup of the completed meet must be submitted to MASI. The database must include the USA Swimming ID numbers and birthdates for ONLY those athletes who wish to have their times recorded in SWIMS. The meet host must remove USA Swimming ID numbers from other athletes in the meet database.

5.0 **Times**

Times for current USA Swimming athlete members with a valid USA Swimming ID number in the meet results database will be uploaded to SWIMS. *Note: to ensure that the meet database information is correct, the meet representative may submit the meet database to the MASI office (before or after the meet, but in any event before submission for uploading the results to SWIMS) to verify that names, ID numbers and membership are correct.*

Current members with incorrect registration information in the results database (e.g. an incorrect name or ID number) must pay a processing fee to have their times re-submitted.

6.8 Open Water (OW) Meets

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Any organization requesting a sanction for an OW event must contact MASI in order receive approval. Permission to sanction from USA Swimming will be requested by MASI.

.1 A complete race plan must be submitted to MASI, with all required information and supporting forms included at the time of submission.

.2 If non-sanctioned events and/or Masters events are scheduled to run alongside the sanctioned meet, the submission must clearly state that the MASI sanction does not apply to those classifications. The meet information for any non-sanctioned and/or Masters events must be provided for review to ensure there is no inference that a MASI sanction applies.

.3 Completed applications will be reviewed by MASI.

.4 Bids to host Eastern Zone or National events are recommended to be submitted to MASI in sufficient time for review prior to formal presentation, generally no later than the first week in September of the year preceding the event. Any applicable zone, national, or international governing body rules will apply to those competitions.

.5 Whenever possible, MASI will conduct Open Water Championships in Age Group and/or Senior classifications.

7. Eastern Zone Age Group Meets

7.1 Eastern Zone Short Course Age Group Championship

Date of adoption / Last revision: November 10, 2025

Short Course

Any swimmer with a qualifying time may enter the Eastern Zone Short Course meet and compete as a representative of their local club team. Middle Atlantic does not organize a team or provide assistance to enter or attend the meet.

7.2 Eastern Zone Long Course Age Group Championship

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Long Course Age Group Championship - All-Star Format

Swimmers must achieve qualifying standards and meet the eligibility requirements found the Eastern Zone Administrative Procedures Manual states meet eligibility requirements. All swimmers entered by MASI must compete as representatives of MASI.

.1 **Meet Entry**

a. MASI will set up an online application with deadline to apply and select events.
b. Final entries for MASI athletes will be submitted by the zone team head coach.
c. Individual, family, or club submitted entries will not be recognized by MASI and/or by the meet host.

.2 **Coaching Staff Selection**

a. MASI will establish and publish the application process, including submission deadlines, for coaches to apply.
b. MASI will review all submissions and announce the selected coaching staff.
c. Coach travel – see Travel Policy, LSC-Assigned Travel: Coach.

.3 **General Information**

a. MASI does not provide lodging, transportation or meals for the LC Zone Meet participants.
b. Zone team equipment, when offered, is available only to those swimmers who qualify for and attend the LC Zone Meet. Swimmer/parent is responsible for placing equipment order by published deadlines. All equipment ordered will be distributed prior to the meet.
c. Relays will consist of MASI Zone Team members who have qualified in an individual event at the meet. Relay participants will be chosen by the MASI Zone coaching staff.

8. Awards & Recognition

8.1 Awards and Recognition

Date of adoption / Last revision: November 10, 2025

Middle Atlantic Swimming may annually recognize individuals or groups for exceptional commitment to the MASI mission, vision and values. Award recipients will be selected based on pre-determined criteria for each category.