



Board of Directors Manual 2024-2025

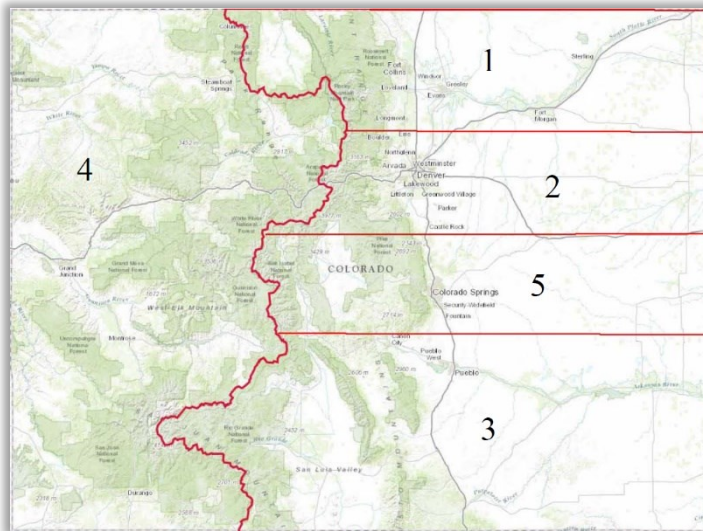
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About Colorado Swimming, Inc.

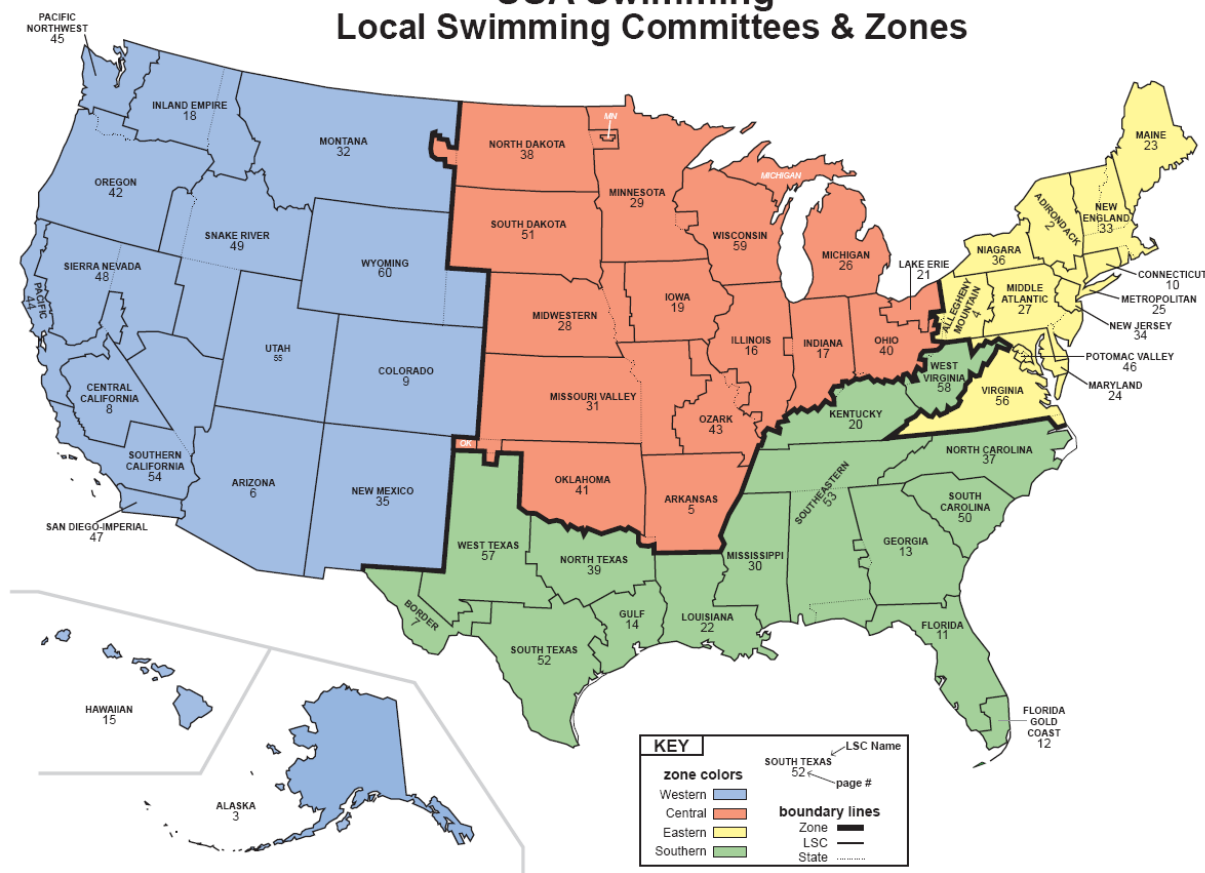
USA Swimming is the National Governing Body for the sport of swimming in the United States.

- National Headquarters located in Colorado Springs, CO at the Olympic Training Center
- 4 National Geographic Zones – Eastern, Southern, Central, and **Western**
- Zones are divided into Sections
- The **Western Zone** is comprised of the **California/Nevada Section** (CA, CC, PC, SI, and SN) and the **Western Region Blue Section**. The Western Region Blue Section is split into two regions: **Four Corners** (AZ, CO, NM, UT) and **Region XII** (AK, HI, IE, OR, MT, PN, SR, and WY), each of which has their own spring sectional meet but swims a combined long course meet in the summer.
- Each Zone contains multiple Local Swimming Committees (LSC) – **Colorado Swimming, Inc.**
- Each LSC is responsible for administering USA Swimming activities in a defined geographical area and has its own set of bylaws under which it operates.
- A House of Delegates (HOD) with representation of members of the Board of Directors (BOD), athletes, coaches, and clubs is responsible for managing the business affairs of the LSC.
- BOD meetings are held roughly every other month (typically Dec, Mar, May, July, Sept, and HOD - 1st weekend in October)
- Colorado Swimming is a tax-exempt organization as described in Section 501(c) (3) of the U.S. Internal Revenue Code and may accept contributions, bequests, and gifts deductible for federal income and estate and gift tax purposes respectively.
- The geographic territory of CSI is the State of Colorado. CSI consists of 5 designated geographic zones which are set forth below. Each zone has one representative to the BOD elected by their zone. Each zone is expected to hold BOTH a camp and a summer culminating meet for athletes who reside in that zone. Each zone will set its own format and qualification times. Each zone will create meet information for the zone and adhere to the CSI sanctioning process.



- Zone 1 - Bounded on the west by the Continental Divide, North by the Colorado-Wyoming-Nebraska state line and east by the Colorado- Nebraska state line and south by an east/west line passing just north of Boulder.
- Zone 2 - Bounded on the west by the Continental Divide, north by an east/west line passing just north of Boulder, east by the Colorado - Kansas state line, and south by an east/west line passing just south of Castle Rock.
- Zone 3 - Bounded on the west by the Continental Divide (includes Monte Vista and Alamosa) north by an east/west line passing just south of Fort Carson (includes Canon City and Salida) and east by the Colorado – Kansas state line, and south by the Colorado - New Mexico state line.
- Zone 4 - Bounded on the east by the Continental Divide (excludes Monte Vista and Alamosa), north by the Colorado -Wyoming state line, west by the Colorado-Utah state line, south by the Colorado-New Mexico state line.
- Zone 5 - Bounded on the west by the Continental Divide, north by an east/west line passing south of Castle Rock, east by the Colorado - Kansas state line, and south by an east/west line passing just south of Fort Carson (excludes Canon City and Salida).

USA Swimming Local Swimming Committees & Zones



Mission & Vision Statements

USA Swimming Mission

- USA Swimming is the National Governing Body for the sport of swimming. We administer competitive swimming in accordance with the Olympic & Amateur Sports Act. We provide programs and services for our members, supporters, affiliates, and the interested public. We value these members of the swimming community, and the staff and volunteers who serve them. We are committed to excellence and the improvement of our sport. We are committed to providing a safe and positive environment for all members.

USA Swimming Vision

- To inspire and enable our members to achieve excellence in the sport of swimming and in life.

Colorado Swimming Mission

- Colorado Swimming provides our athlete and swimming community opportunities to succeed.

Colorado Swimming P.L.E.D.G.E.S. to keep swimming fun.

Performance*Leadership***Education***Diversity***Growth***Empowerment***Safety**

Colorado Swimming Vision

- To inspire and enable our members to achieve excellence in the sport of swimming and in life.

Staff Contact Information

Jackie Stiff, Executive Director
Colorado Swimming, Inc.
720-310-0420
csiswimoffice@swimcolorado.org

Linda Seckinger
Times & Records Coordinator
times@swimcolorado.org

General Responsibilities:

- *Bookkeeper/Treasurer*
- *Sanctions Chair*
- *Membership/Registration*
- *General questions from the membership*
- *Support the Board*

General Responsibilities:

- *Meet processing (input times into SWIMS)*
- *Maintains records/prints annual certificates*
- *Alternate for Executive Secretary*

Composition, Divisions & Current Members of the BOD

The Board of Directors shall consist of the following officers, committee chairpersons, coordinators and representatives of Colorado Swimming Inc., together with those additional members designated in the Colorado Swimming, Inc. Bylaws. Also listed are those individuals currently holding each position.

General Chair	Barbie Barker
Administrative Vice-Chair	Dale Ammon
Finance Vice-Chair	Brian Wixted
Treasurer	Jackie Stiff
Secretary	Ingrid Briant
Senior Vice-Chair	Jim Bocci
Age Group Vice-Chair	Meghan Hershey
Coach Representatives	Jen Koschmann, Tristan Cross
Officials Chair	Derigan Silver
Safe Sport Coordinator	Mary Schlecht
Diversity, Equity & Inclusion Chair	Emily Altier
Athlete Representatives	Madison Mintenko, Callie Marks, Diego Lara, Lily Wederquist, Emma Lindstrom.

All the above positions may serve two consecutive two-year terms and have BOTH voice and vote, with exception to the Secretary and Treasurer positions which have NO term limit.

The following are ex-officio members of the Board of Directors and have voice ONLY.

The immediate Past General Chair	Tristan Cross
Technical Planning Chair	Shawn Smith
Operational Risk Coordinator	Rich Le Duc
Disability Chair	Kelly Wederquist
Open Water Chair	Carmen Babcock
Club Development Chair	Rich Le Duc
Geographical Zone 1 Representative	Maria Strait
Geographical Zone 2 Representative	Allyson Angle
Geographical Zone 3 Representative	Melinda Hunzeker
Geographical Zone 4 Representative	Lily Borgenheimer
Geographical Zone 5 Representative	Sean Stockton
Seasonal Club Representative	Kevin Ketterer
Seasonal Athlete Representatives	Wilder Anderson, Tucker Chinn
Governance Committee	Linda Seckinger Interim



General Responsibilities of Nonprofit Boards

Trusteeship

- Vision and Mission
- Legal and Ethical Integrity
- Board Governance
- Enhance Public Standing

Planning for the Future

- Strategic Plan
- Annual Schedule and Goals
- Evaluation

Policy Setting

- Establish Expectations and Rules
- Board Responsibility
- Support Programs and Services
- Formulate Policy
- Implement Policy
- Evaluate Policy

Financial

- Budget
- Checks and Balances
- Oversight
- Monitoring and Audits

Legal Duties of Nonprofit Boards

DUTY OF CARE - Board members must exercise due care in all dealings with the organization. In addition to financial oversight and reading minutes/reports, this means attention to issues of concern to the organization and raising questions whenever something is unclear or questionable. Compliance with this duty requires that board members take care to:

- a) Be informed, prior to making a business decision, of all material information reasonably available to you
- b) Participate in decisions
- c) Act with requisite care and good faith in the discharge of your duties
- d) Make decisions “independently” (i.e., avoid undue influence of any one or few other board members.)

DUTY OF LOYALTY - This duty requires that board members set aside personal concerns and make decisions that are in the best interests of the organization. Conflicts of interest, including the appearance of conflicts of interest, must be avoided. Boards should be cautious of using language that implies members “represent” other groups or interests other than those of the organization. “Representation” is not the same thing as hearing diverse viewpoints or encouraging different perspectives.

DUTY OF OBEDIENCE - Obedience to the organization’s central purposes—the mission—must guide all decisions. The board must also ensure that the organization functions within the law: the “law of the land,” the bylaws, its adopted policies, and any other laws that apply to the organization’s operations.

DUTY OF TRANSPARENCY - In addition to the above three duties, boards have an obligation to ensure that their organizations are appropriately transparent in their operations. For most nonprofits, at a minimum, this entails the filing of IRS form 990 or other appropriate informational and tax returns that are required to be made public.

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Board Member Code of Conduct

Commitment

As members we commit to each other that we will act in an honest manner with one another and that we will make decisions that are in the best interest of the members of Colorado Swimming. We will act according to the following core values:

Respect

We will treat everyone with dignity, by being open to one another and by valuing one another.

We accomplish this through:

- Honoring each other’s time by arriving on time, by being prepared and remaining present throughout the entire meeting.
- Speaking only when we have something new to add to the discussion and refraining from sidebar conversations.
- Listening respectfully to other people’s opinions, thoughts, and feelings, even if we disagree, both verbally and non-verbally (i.e., refraining from eye rolling, sighs and sarcasm).
- If we don’t like an idea, we will not criticize the person.

Integrity

We will embrace and practice a high standard of personal ethics. We demonstrate this through:

- Maintaining confidentiality on all Board matters.
- Standing behind the decisions of the Board no matter our personal opinions.
- Honoring the ideals and principles of USA Swimming and Colorado swimming members who have served before us.

Communication

We will create an environment that allows for and encourages an open and honest exchange of ideas, thoughts, and feelings. We accomplish this through:

- Listening actively, openly, and objectively.
- Voicing our opinion in the meeting rather than later.
- Having everyone participate and no one dominating the conversation.
- No cell phone, texting, personal computer use, etc. We will stay in the now!
- Reacting constructively to what might be perceived as a negative comment.

Accountability

We will be accountable to our members and use the power and responsibility entrusted to us in a wise manner. We demonstrate this through:

- Making decisions that are supported by data and input from key stakeholders.
- Staying strategic in our discussions.
- Being fiscally responsible.

Courage

We will accept necessary changes and act on them, even when change is uncomfortable or unpopular. We accomplish this through:

- Focusing on what is right, not on who is right.
- Learning from the past, but not being tied to it.
- Caring enough to confront issues and ideas (not people) early and directly.

Requirements for All Board of Directors Members

General Expectations

- Know the LSC's mission, vision, purposes, goals, bylaws, policies, programs, services, strengths and determined/perceived needs
- Adhere to "Board Member Code of Conduct" & MUST agree to and signoff on CSI's Code of Ethics
- Suggest nominees for leadership roles
- Avoid prejudiced judgements
- Provide/Solicit information to/from interested members of Colorado Swimming
- *Complete Online LSC Leadership Training – not available at present*
- *Complete Online Robert's Rules of Order Training – not available at present*

Meetings

- Prepare for, attend and participate in meetings, and other LSC activities
- Regular Board of Directors Meetings held bi-monthly
- Annual House of Delegates/Swimposium/Awards Ceremony held in October
- Officers and Committee Chairs prepare/submit a written report of your activities for ALL scheduled BOD/HOD meetings
 - What have you done since the last meeting?
 - What do you plan to do until the next meeting?
 - What do you need from the BOD/HOD to help you fulfill your plan?
- Read and ask individual questions for all submitted reports/documents PRIOR to each meeting

Avoiding Conflicts

- Serve the LSC as a whole, rather than individual or special interest groups
- Avoid even the appearance of a conflict of interest, and disclose any such conflicts in a timely fashion
- Maintain your independence and objectivity

Fiduciary Responsibility

- Exercise prudence in financial decisions
- Faithfully read and understand the LSC's financial statements
- Help fulfill the BOD fiduciary responsibilities

Governance Documents and Policies

To view the most current versions of Colorado Swimming's governance documents listed below, click the following link to the CSI website's governance page: <https://www.gomotionapp.com/team/wzcolsc/page/csi>

- Articles of Incorporation
- Bylaws
- Policies & Procedures/Rules & Regulations
- Financial Statements
- Strategic Framework
- Current and Past Years Draft/Adopted HOD Minutes and Reports
- Current and Past Years Draft/Adopted BOD Minutes and Reports
- Candidate Job Description and Interest Form
- Slate of Candidates
- Proposed legislation for the next HOD

Make the Colorado Swimming website your first choice for resource information!

Job Descriptions

GENERAL CHAIR

The General Chair is a voting member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an odd-numbered year for a two-year term beginning at the conclusion of the October HOD meeting of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the General Chair are as follows:

- **Develop the direction of CO Swimming's programs, policies, and initiatives to actively promote the vision and mission of CSI in furtherance of its Strategic Plan.**
- Work with the Executive Secretary to arrange and announce the meeting dates and sites for the scheduled bi-monthly LSC BOD meetings.
- Report to the Board of Directors all matters within the General Chair's knowledge that the Board of Directors should consider in the best interests of CO Swimming.
- Preside at the Executive Committee, Board of Directors and House of Delegates meetings.
- See that all duties and responsibilities of the coordinators, committees or sub-committees in his or her charge are properly and promptly carried out.
- Along with the Membership/Registration Coordinator, the Secretary, the Finance Vice-Chair and the Treasurer, shall be collectively responsible for seeing that all required reports and remittances are made to USA Swimming National Headquarters.
- Shall attend the USA Swimming National Workshop each year and actively participate in the governance swimming program issues being presented.
- Serve as a USA Swimming Delegate at its annual House of Delegates representing CSI.
- Execute deeds, mortgages, bonds, contracts, agreements or other instruments duly authorized.
- Sign checks, drafts or other orders for the payment or transfer of money.
- Prepare/submit to the Treasurer no later than August 15th of each year an Executive Budget which includes anticipated expenses for members to attend conferences and the annual USA Swimming National Workshop.
- Serve as a member of the Budget Committee, Finance Committee, and the Personnel Committee. The members of the Personnel Committee shall be the General Chair, who shall serve as chair, the Administrative Vice-Chair, the Finance Vice-Chair, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee.
- Supervise and work with the staff of CO Swimming to lead the organization in the direction established by the Board of Directors.
- Call special meetings as deemed necessary.
- Appoint chairpersons of standing committees and other coordinators with the advice and consent of the Board of Directors.

- Receive a resignation from a committee chair or a member of either the Board of Directors.
- Fill a vacancy on the Board of Directors, the Governance Committee, a committee chair or a committee member with the advice and consent of the Board of Directors.
- Receive complaints from members of CO Swimming and forward the appropriate matters to the USA Swimming National Board of Review for consideration. The General Chair will receive a copy of decisions rendered by the Board of Review.
- [Helpful Hints for LSC General Chair](#) (Will open in a new tab.)

ADMINISTRATIVE VICE-CHAIR

The Administrative Vice-Chair is a voting member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an even-numbered year for a two-year term beginning at the conclusion of the October HOD meeting of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific responsibilities of the Administrative Vice-Chair, which also may be specified elsewhere in USA Swimming Rules and Regulations and the CSI Policies and Procedures include, but are not limited to, the following:

- To conduct meetings in the absence of the General Chair, at the request of the General Chair or in the event of the disability of the General Chair.
- In the absence of the General Chair, will perform all of the duties of the General Chair, and when so acting shall have all of the powers of the General Chair.
- Serve as chair, and have general charge of the business, affairs and property of the Administrative division to include all CSI business and affairs.
- Aid in the development of policy and the coordination of the activities of the officers and committees within the Administrative division internally and with other divisions, and committees.
- Shall attend the USA Swimming National Workshop when designated and actively participate in the administrative swimming program issues being presented.
- Serve as a USA Swimming House of Delegate representing CSI.
- To provide oversight to the following committees: Finance, Officials, Safe Sport, Personnel
- To provide oversight to the following coordinators: Equipment, NTV / Records, Operational Risk, Bylaws, Policy and Procedures, Times and Recognition, and Secretary.
- May sign and execute in the name of CSI deeds, mortgages, bonds, contracts, agreements or other instruments duly authorized by the CSI Policies and Procedures, the Board of Directors or the House of Delegates, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors to another officer or agent, expressly requires two or more signatures or is required by law to be otherwise executed. Additional signing authority may be provided by standing resolutions of the Board of Directors or the House of Delegates.
- Shall maintain copies of all incident/occurrence reports received from the Operational Risk Coordinator and Safe Sport Chair.
- Shall be responsible for the creation and maintenance of CSI's Policies and Procedures Manual.
- Shall be responsible for the Maintenance and updating of the CSI Bylaws document.
- Shall be responsible to see that the Coach Representative Elections are done in accordance with CSI Bylaws.

ADMINISTRATIVE DIVISION - Administrative Vice-Chair

- | | |
|--|--|
| • Awards Banquet (Coordinator) | • Personnel Committee (Standing Committee) |
| • Bylaws/Legislation (Coordinator) | • Public Relations/Publications/Newsletter |
| • Club Development | • Policies and Procedures Manual (Coordinator) |
| • Computer Technology | • Safe Sport Chair (Standing Committee) |
| • Equipment Committee (Standing Committee) | • Operational Risk Coordinator |
| • Elections | • Secretary |
| • Insurance | • Special Events |
| • Legal | • Times and Recognition Coordinator |
| • Meet Sanctions | • Webmaster |
| • Membership/Registration | |

SENIOR VICE-CHAIR

The Senior Vice-Chair is a voting member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an odd-numbered year for a two-year term beginning at the conclusion of the April LSC meeting of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the Senior Vice-Chair are as follows:

- The Senior Vice-Chair shall chair and have general charge of the affairs and property of the Division or Committee that develops and conducts the senior swimming program of CSI including meet management for all senior swimming meets sponsored by CSI.
- Shall attend the USA Swimming National Workshop when designated and actively participate in the coaching program issues being presented.
- Serve as a USA Swimming House of Delegate representing CSI.
- The Senior Vice-Chair will serve as the liaison to the Athlete Representatives and the Athletes Committee and shall be responsible to see that the Athlete Representatives elections are held in accordance with the Bylaws.
- Serve on the Technical Planning Committee, and specifically seek and provide input regarding meets for 15 and over swimmers - Senior championship meets, as well as other necessary meets for senior swimmers.
- Other items also under the Senior Vice-Chair
 - Awards (Athlete of the Year)
 - Senior Camps/Clinics

SENIOR DIVISION – Senior Vice-Chair

- | | |
|--------------------|-----------------------------------|
| • Awards | • Officials |
| • Camps/Clinics | • Open Water |
| • Meet Evaluation | • Safety |
| • Meet Management | • Senior |
| • Meet Sanctions | • Travel Fund Committee |
| • Meet Sponsorship | • Athlete Representatives Liaison |

AGE GROUP VICE-CHAIR

The Age Group Vice-Chair is a voting member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an even-numbered year for a two-year term beginning at the conclusion of the HOD of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the Age Group Vice-Chair are as follows:

- The Age Group Vice-Chair shall chair and have general charge of the affairs and property of the Division or Committee that develops and conducts the age group swimming program of CSI.
- Shall attend the USA Swimming National Workshop when designated and actively participate in the coaching program issues being presented.
- Serve as a USA Swimming House of Delegate representing CSI.
- Serve on the Technical Planning Committee, and specifically seek and provide input regarding meets for 14 and under swimmers – Age Group championship meets, as well as other necessary meets for age group swimmers.
- All Star and Zone Team
 - Selection of Team, Coaches, Chaperones
 - Entry Submission
 - Working with the Age Group Coordinator in regards to uniform and travel
 - Recognition of Team
- Age Group Camp/Clinics
- Colorado Zone Priority Time Standards

AGE GROUP DIVISION – Age Group Vice-Chair

- Age Group
- Camps/Clinics
- Disability
- Diversity, Equity & Inclusion
- Open Water
- Program Development Committee
 - The members of the Program Development Committee shall be the General Chair, the Age Group Vice-Chair, who shall serve as the chair, the Senior Vice-Chair, the Technical Planning Chair, the Senior Coach Representative, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee.
- Technical Planning
- Time Standards
- All-Star Team
- Zone Team

FINANCE VICE-CHAIR

The Finance Vice-Chair is a voting member of the Board of Directors and the Executive Committee, elected by the House of Delegates in an odd-numbered year for a two-year term beginning at the conclusion of the October HOD meeting of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the Finance Vice-Chair are as follows:

- The Finance Vice-chair is the chief financial officer of CSI. The Finance Vice-chair shall chair and have general charge of the affairs and property of the division that includes the Treasury function, the development and implementation of an investment program for CSI's working capital, funded reserves and endowment funds and the development and implementation of a marketing and fund-raising plan for CSI.
- The Finance Vice-chair, with the assistance of the Finance Committee, shall prepare an annual budget for CSI's operations and present the budget for approval by the Board of Directors and the House of Delegates. In addition, the Finance Vice-chair shall cause to be conducted the audit required pursuant to Section 8.5 and shall review, or shall cause the Audit Committee to review, the annual audit report and recommend acceptance and appropriate action, if any, with regard thereto by the Board of Directors and the House of Delegates. The Finance Vice-chair is responsible for the adequacy of CSI's system of internal financial and accounting controls.
- The Finance Vice-chair is the chair of the Audit, Budget and Finance Committees and a member of the Personnel Committee. Together with the Treasurer, the Finance Vice-Chair is responsible for CSI's compliance with Section 8.4.

FINANCE DIVISION – Finance Vice-Chair

- Marketing/Sponsorship
- Swim-a-thon
- Taxes
- Treasurer
- Audit Committee
 - The members of the Audit Committee shall be the Finance Vice-Chair, who shall serve as chair, the Administrative Vice-Chair and the Senior Coach Representative, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee
- Budget Committee
 - The members of the Budget Committee shall be the General Chair, the Finance Vice-Chair, who shall serve as chair, the Treasurer, the Administrative Vice-Chair, the Senior Athlete Representative, the Senior Coach Representative, the Age Group-Vice-Chair, the Senior Vice-Chair, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee.
- Finance Committee
 - The members of the Finance Committee shall be the General Chair, the Finance Vice-Chair, who shall serve as chair, the Administrative Vice-Chair, the Treasurer, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee.

COACH REPRESENTATIVES

The Coach Representatives are voting members of the Board of Directors, elected by the coach members in good standing at a meeting called each year by the Senior Coach Representative, for a two year term beginning the Monday following the HOD. If the member is in good standing, he or she may serve in this capacity for two consecutive terms if re-elected. The Senior Coach Representative is a voting member of the Executive Committee, shall chair and have general charge of the business, affairs and property of the Coaches Committee, which shall undertake such 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 the Coach Members, CSI and the sport of swimming.

Specific duties of the Coaches Representative are as follows:

- Shall attend the USA Swimming National Workshop when designated and actively participate in the coaching program issues being presented.
- Serve as a USA Swimming House of Delegate representing CSI.
- Oversee and manage the Coaches Committee.
- Gather information and feedback from the coaches to bring to the BOD and HOD.
- Communicate with the coaches within the LSC on a regular basis to disseminate information from the Board of Directors and House of Delegates.
- Undertake discussions and activities in the best interest of the Colorado Swimming coaches and the sport of swimming.
- Bring other coaches and professionals to the LSC for educational sessions geared toward athletes and coaches.
- Mentor and oversee the Athlete Representatives.
- Serve on the award committee.
- Hold an election to determine each year's Age Group Coach of the Year and Senior Coach of the Year based on past year's data.
- The Coaches Representative also serves on the Technical Planning Committee.

COACH DIVISION – Senior Coach Representative

- Coach Representatives
- Coaches Committee
 - Members consisting of the Coach Representatives and such additional Coach Members as may be determined by the Coach Representatives, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee

ATHLETE REPRESENTATIVES

The Athlete Representatives shall serve as the liaison between the athletes who are members of CSI and the Board of Directors and House of Delegates. Four (4) Athlete Representatives – two regular and two at-large - shall be elected by the House of Delegates, two each year, for a two-year term or until their respective successors are elected. The elected regular athlete serving in the second year of the two-year term is designated as Senior Athlete Representative and will chair the Athletes' Committee under the guidance of the Senior Vice-Chair by having general charge of the business, affairs and property of the Committee. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

At the time of election, the Athlete Representative must

- a. be an athlete member in good standing,
- b. be at least a sophomore in high school or at least 16 years of age,
- c. be currently competing, or have competed within the three (3) immediately preceding years, in the program of swimming conducted by CSI or another LSC; and
- d. have his or her place of permanent residence in the Territory and expect to reside therein throughout at least the first half of the term (other than periods of enrollment in an institution of higher education).

Specific duties of the Athlete Representatives are as follows:

- The Senior Athlete Representative is a voting member of the Board of Directors and the Executive Committee.

- The Junior Athlete Representative shall Chair the Athlete Committee in the absence of the Senior Athlete Representative, and also is a voting member of the Board of Directors and the Executive Committee.
- The At-Large Athlete Representatives are voting members of the Board of Directors.
- Shall attend the USA Swimming National Workshop when designated and actively participate in the athlete program issues being presented.
- Serve as a USA Swimming House of Delegate representing CSI.
- Oversee the engagement of the Athlete Representatives serving on the Athlete Committee.
- Communicate with the athletes within the Colorado Swimming LSC on a regular basis to disseminate information from the Board of Directors and House of Delegates.
- Undertake discussions and activities in the best interest of the Colorado Swimming athletes and the sport of swimming.
- Promote LSC initiatives and create social programs for Athlete Members.
- Support and mentor other athletes who may be interested in becoming the new Junior Athlete Representative.
- Member of the Technical Planning Committee
- Assist with Annual Senior newsletter

ATHLETE DIVISION – Senior Athlete Representative

- Athlete Representatives
- Athletes Committee
 - Members consisting of the Athlete Representatives, the Athlete At-Large Board Members and the Athlete At-Large House Members

SECRETARY

The Secretary is a voting member of the Board of Directors elected by the House of Delegates in an odd-numbered year for a two-year term beginning at the conclusion of the HOD of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity without term limit. The Secretary will serve as a member of the Executive Committee.

Specific duties of the Secretary are as follows:

- The Secretary, or a delegate, shall be responsible for keeping a record of all meetings of the House of Delegates and Board of Directors, conducting official correspondence, issuing meeting and other notices and making such reports to USA Swimming as are required by Article 8 of the Bylaws and shall perform the other duties incidental to the office of Secretary.
- Within 30 days of each HOD or BOD meeting, transmit a draft copy of the minutes of the meetings to be posted on the Colorado Swimming website.
- The Secretary or staff of CSI's permanent office shall be custodian of the records and seal of CSI, and attest the execution of all duly authorized instruments.
- The Secretary shall cause to be kept at CSI's permanent office copies of all minutes, official correspondence, meeting and other notices, and any other records of CSI.
- Provide written notice when a member of the Board of Directors, a Coordinator, or a Committee Chair/Member is to be removed for deficiency of performance.
- The Secretary's custody of the minute books and other records shall be as a fiduciary for 23 CSI and shall end when the Secretary leaves office and shall pass them on to the successor Secretary.

TREASURER

The Treasurer is a voting member of the Board of Directors and elected by the House of Delegates in an even-numbered year for a two-year term beginning at the conclusion of the HOD of the year in which the election takes place. If the member is in good standing, he or she may serve in this capacity without term limit.

Specific duties of the Treasurer are as follows:

- The Treasurer shall be the principal receiving and disbursing officer of CSI. Except as otherwise directed by the Finance Vice-Chair and Finance Committee, or the Board of Directors, the Treasurer shall receive all moneys, incomes, fees and

other receipts of CSI and pay all bills, salaries, expenses and other disbursements approved by an authorized officer, committee chair, coordinator, the Budget and Finance Committee, the Board of Directors or the House of Delegates, or required to be paid pursuant to the Bylaws.

- When authorized by the Board of Directors, income and expenses may be received and paid by a division, officer, committee or coordinator, provided that the division, officer, committee or coordinator promptly submits to the Treasurer an itemized report, duly attested by the division, officer, committee chair or coordinator and either within the approved budget of such division, officer, committee or coordinator, or authorized by the Board of Directors or the House of Delegates.
- The Treasurer shall be an ex-Officio member of the Budget and Finance Committee but may not be its chair.
- The Treasurer shall issue a monthly report listing the current budget variances by line item, all receipts, all expenditures and the current fund and account balances for the month and the preceding month and for the fiscal year to date, together with such other items as the Budget and Finance Committee, the General Chair or the Board of Directors may direct.
- The Treasurer shall also provide current monthly bank account statements to the General Chair.
- The Treasurer shall:
 - have charge of and supervision over and be responsible for the funds, moneys, securities and other financial instruments of CSI;
 - cause the moneys, securities and other financial instruments of CSI to be deposited in the name and to the credit of CSI in such institutions as shall be designated in accordance with Section 6.10 or to be otherwise invested as the Budget and Finance Committee or the Board of Directors may direct;
 - cause to be appropriately segregated and accounted for any endowment funds, scholarship or award funds and any similar special purpose funds or accounts;
 - cause the funds of CSI to be disbursed by checks or drafts, automated debits or wire transfers upon the authorized depositories of CSI, and obtain and preserve proper vouchers for all moneys disbursed;
 - cause to be kept at CSI's permanent office correct books of account and other financial records of all its affairs and transactions and such duplicate books of account as the Board of Directors, the Budget and Finance Committee or the Treasurer shall determine.
 - The Treasurer's custody of the books and records shall be as a fiduciary for CSI and custody and fiduciary state shall end when the Treasurer leaves office and passes them on to the successor Treasurer;
 - upon request and at reasonable hours cause such books or duplicates thereof to be exhibited to any member of the Board of Directors and upon application and at reasonable hours cause the monthly financial reports and the annual audited financial statement to be exhibited to any member of CSI or USA Swimming;
 - cause CSI to be in compliance with the requirements of Section 8.4;
 - have the power to require from the officers, committee chair, coordinators, or agents of CSI reports or statements giving such information as the Treasurer may determine to be appropriate or helpful with respect to any and all financial transactions of CSI;
 - make the books and records available and otherwise fully cooperate with those conducting the annual audit of accounts of CSI and cause the preparation and timely filing of all required federal, state and local tax returns, and other financial and tax reports with the applicable government official, and forward a copy of the annual financial statement and audit report and any federal tax return to the Secretary for submission to the Board of Directors and USA Swimming national headquarters in accordance with Sections 8.2 and 8.3;
 - have the power to appoint one or more assistant treasurers and delegate to them one or more of the Treasury functions, or parts thereof, and in general, perform all the other duties incident to the corporate treasury function.

SAFE SPORT COORDINATOR

The Safe Sport Coordinator is a voting member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Safe Sport Coordinator shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the approval takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the Safe Sport Coordinator are as follows:

- The Safe Sport Chair shall be responsible for the implementation and coordination of, and serve as the CSI liaison for, the Safe Sport Program established by USA Swimming. The Safe Sport Chair shall be a non-athlete member in good standing, and shall work with the USA Swimming Safe Sport staff, and the USA Swimming Safe Sport Committee to implement pertinent aspects of the national Safe Sport Program within CSI.
- Serve as the primary contact for CSI to coordinate and oversee the implementation of effective safe sport educational programs for all athlete members, their parents, coaches, volunteers and clubs, as provided by USA Swimming;
- Be trained regarding the complaint reporting structure and refer all reports of a violation of the Athlete Protection policies directly to the local club, the General Chair, the USA Swimming Safe Sport staff, and/or other appropriate authority;
- Participate in workshops as provided by USA Swimming, collect and share information about what USA Swimming and other LSCs are doing to promote safe sport policies, and disseminate information on LSC best practices;
- Serve as an information resource for CSI clubs and membership, and will help to identify and connect them with local educational partners and resources;
- Receive feedback and suggestions on the Safe Sport policies and programs from the CSI clubs and membership, and provide feedback to the USA Swimming Safe Sport Committee and Safe Sport staff;
- Perform other functions as necessary in the fulfillment of USA Swimming's continuing efforts to foster safe, healthy and positive environments for all its members.

TECHNICAL PLANNING CHAIR

The Technical Planning Chair is an ex-officio member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Technical Planning Chair shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place.

Specific duties of the Technical Planning Chair are as follows:

- Shall chair, and have general charge of the business, affairs and property of the Technical Planning Committee, which is responsible for long-range planning regarding the swimming programs conducted by CSI, the continuing review and development of the CSI philosophy and for advising other committees and divisions regarding the implementation of that philosophy in the context of CSI's swimming programs.
- The members of the Technical Planning Committee shall be the Technical Planning Chair, who shall serve as chair, the Senior Vice-Chair, the Age Group Vice-Chair, the Senior Coach Representative, the Officials Chair, and the Senior/Junior Athlete Representatives.
- Oversee and manage the long-range planning regarding the swimming programs conducted by Colorado Swimming, including the review and development of the CSI philosophy.
- Advise other CSI established committees and divisions regarding the implementation of said philosophy in the context of CSI's programs
- Establish/Manage the Short Course and Long Course meet schedules for CSI
- Administer the bidding process for CSI sponsored meet hosting. Including meet name, date, location, entry fees, pool surcharge (if applicable), awards, and maximum number of swimmers.
- Receive the Open Water schedule for inclusion in the LSC schedule
- Serve as a member of the Sanctions Committee
- Formulate Colorado State Time Standards

OFFICIALS CHAIR

The Officials Chair is a voting member of the Board of Directors and shall be appointed by the General Chairman with the advice and consent of the Board of Directors. The Officials Chair shall serve for a three-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place.

Specific duties of the Officials Chair are as follows:

- Must be a referee certified by Colorado Swimming and each member of the Officials Committee shall be a certified member of Colorado Swimming

- Oversee and manage the Officials Committee that develops and conducts the officials program of Colorado Swimming.
- The members of the Officials Committee shall be the Officials Chair, who shall serve as chair, at least two members each of whom shall be a certified official of CSI, and a sufficient number of athletes so as to constitute at least twenty percent (20%) of the voting membership of the Committee.
- Recruit, train, certify, and supervise a roster of qualified and well-trained officials for Colorado Swimming, or delegate a member of the committee to perform these duties.
- He/she shall establish and maintain programs which provide assistance to coaches and swim clubs in matters related to recruiting and retention of officials.
- Insure that rules changes, rules interpretations and official's procedural guidance are disseminated in a timely manner to provide consistency of officiating throughout Colorado Swimming.
- Attend meetings, conferences, workshops and conventions, representing the interest of Colorado Swimming and its officials.
- Direct the efforts of the committee to coordinate with the Treasurer to develop a supportable program of reimbursement for officials traveling to OQM's for advanced certifications.
- Be the point person for all Officials-related issues and will deal with matters in a timely matter.

SEASONAL CLUB REPRESENTATIVE

The Seasonal Club Representative is an ex-officio member of the Board of Directors and shall be elected by representatives of seasonal club members at a meeting determined by those members. The Seasonal Club Representative shall serve for a term beginning at the conclusion of their elections of the year in which it takes place.

Specific duties of the Seasonal Club Representative are as follows:

- Shall serve as a liaison between the Seasonal Clubs and Athletes who are members of CSI and the Board of Directors and House of Delegates

GEOGRAPHIC ZONE REPRESENTATIVES

The Geographic Zone Representatives are ex-officio members of the Board of Directors and shall be elected by their respective Zone. The Geographic Zone Representatives shall serve for a term beginning at the conclusion of the respective Zone elections of the year in which it takes place.

Specific duties of the Geographic Zone Representatives are as follows:

- Shall serve their respective constituents.
- Will communicate actions of the Board, present concerns, and serve as members of various committees within the Board of Directors.
- Will ensure that a camp be conducted each year for swimmers within their respective zone
- Will ensure that a summer culminating competition be conducted each year for their respective zone

OPERATIONAL RISK CHAIR

The Operational Risk Chair is an ex-officio member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Operational Risk Chair shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place.

Specific duties of the Operational Risk Chair are as follows:

- Responsible for coordinating safety enhancement and training opportunities as needed and for the dissemination of USA Swimming safety education information to all Group Members, athletes, coaches and officials of CSI.
- Develop and implement safety education plans, programs and policies for the LSC.
- Select a committee (including 20% athlete participation and 1 official), with the advice and consent of the Board of Directors.
- Shall make the reports required pursuant to Section 8.7 of the CSI Bylaws.
- Collect all Report of Occurrences for Colorado

DIVERSITY, EQUITY & INCLUSION CHAIR

The Diversity, Equity & Inclusion Chair is a voting member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Diversity, Equity and Inclusion Chair shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place. If the member is in good standing, he or she may serve in this capacity for two consecutive terms.

Specific duties of the Diversity, Equity and Inclusion Chair are as follows:

The Diversity Chair shall serve as the liaison and resource between USA Swimming and the CSI Board of Directors and CSI Member Clubs on policies and issues of Diversity that impact the sport of swimming in general, USA swimming and CSI Swimming in specific. The Diversity Chair would assist in the coordination of CSI representative's attendance to the Western Zone Diversity Camp.

DISABILITY SWIMMING CHAIR

The Disability Swimming Chair is an ex-officio member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Disability Swimming Chair shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place.

Specific duties of the Disability Swimming Chair are as follows:

- Shall be the Liaison between USA Swimming and CSI to all information & policies, activities, events, and programs involving Disability Swimming.
- Serve as the resource for Disability swimming within the LSC for Coaches, Member Teams, and Athletes.
- Act as the liaison between the US Paralympic swimming program, The Colorado Special Olympics (Swimming) program and CSI.

OPEN WATER CHAIR

The Open Water Chair is an ex-officio member of the Board of Directors and shall be appointed by the General Chair with the advice and consent of the Board of Directors. The Open Water Chair shall serve for a two-year term beginning at the conclusion of the LSC BOD meeting of the year in which the consent takes place.

Specific duties of the Open Water Chair are as follows:

- Will act as the primary reference resource on Open Water swimming between USA Swimming, CSI Swimming, the CSI Board of Directors, CSI Member Teams, Coaches and Athletes.
- Will coordinate the Open Water Swimming Program for CSI and assist with Open Water Events planning for CSI.

GOVERNANCE COMMITTEE

The Governance Committee shall be elected by the House of Delegates and shall be comprised of at least five (5) members with requisite athlete members so as to constitute at least twenty percent (20%) of the voting membership of the Committee. No more than one-half of the Committee shall be full members of the CSI Board of Directors. In no case shall the General Chair serve on the Governance Committee. Members shall serve two-year terms, staggered so that approximately one-half of the members are elected each year. After completion of three consecutive terms, members are not eligible to be elected or appointed to the Governance Committee until after a lapse of two years. The Governance Committee works to assist the Board of Directors to institutionalize effective governance and serve as ex-officio members of the BOD.

Specific duties of the Governance Committee are as follows:

- To assist in periodic evaluation of the mission and vision statements and the Bylaws of COSI;

- To aid in the development of operating policies regarding conflict of interest (Board and staff), document retention, ethics, whistle-blower, procurement, contract review, grievance and other employment-related practices, etc.;
- To aid in the development of personnel practices procedure including job descriptions and annual review of staff;
- To ensure that the Board's focus remains on the strategic plan;
- To aid in the development of expectations and processes for accountability of Board members;
- To develop criteria for the qualities and required characteristics of Board officers;
- To lead Board succession planning by assessing current and anticipated needs for Board composition and identifying and recruiting potential Board members;
- To nominate Board members and Governance members to be elected by the House of Delegates consistent with the matrix of skills, demographics, and talents needed;
- To publish the slate of candidates to the COSI membership at least twenty (20) days prior to the election. Additional nominations may be made from the floor of the House of Delegates by voting members of the House of Delegates;
- To design and implement Board orientation and an ongoing program of Board education and development;
- To lead periodic assessment of the Board's performance (as a whole and of individual members) and make recommendations to enhance Board effectiveness.

Finances

The financial processes for CSI are as follows. The main finance team is made up of the executive secretary, treasurer, and the finance Vice-Chair. The executive secretary is in charge of the day to day operations - receiving cash in, paying bills, and taking care of general operations. The treasurer is in charge of the monthly operations - reconciling bank accounts, investment accounts, and verifying the accuracy of day to day accounting performed by the executive secretary. The finance chair is in charge of the big picture - quarterly preparation of financials for board meetings, the annual preparation of the budget, managing funds in the investment accounts* including transfers in and out, and preparing annual financials for the 990 tax filing. This keeps tasks and money separated for a check and balance system.

The financial policies for CSI are as follows. Colorado Swimming's main income comes from membership and splash fees. These income items help pay for the office expenses, payroll, athlete and coach reimbursements, officials expenses, HOD and conference - which are the main expenses of Colorado Swimming. The annual budget process is the rounded prior year actual amounts except for office payroll and payroll taxes and any budget requests from a board chair in the form of a written proposal. The budget is prepared and discussed by the finance committee before it being presented to the rest of the board. The annual budget is approved by the board in September. Changes can be made to the budget by the board of directors during the year. P & L and Budget reports are included in the reports for all board meetings.

*Investments accounts have been held by CSI for 10+ years, due to many years of excess funds. CSI has placed many new programs in service in the past 3 years to get these funds allocated back to the athletes associated with Colorado Swimming.

Board Orientation & Centric Policies

Board orientation for all new and current members will be conducted by the Governance Committee prior to the scheduled December board meeting dependent upon BOD member availability. Below are resources which will help you assimilate into your role on the Board more quickly and easily.

- [Robert's Rules of Order Toolkit](#)
- [Board Report Template](#)
- [Board Report Sample](#)
- [Consent Agenda](#)
- Online LSC Leadership Training – Available in SWIMS under Education Tab

Best Practices for Committees

Purpose

Board committees allow necessary work to be distributed evenly throughout your board and organization. This allows for optimal allocation of talent and **ensures that work gets done**. When you break your goals and responsibilities down into more manageable pieces with a clear organizational structure, your board will avoid getting bogged down worrying about who is responsible for which task. For most nonprofit boards, committees provide the following benefits:

- They have a clear purpose and clearly define responsibilities of specific members
- Empower committee members to work at their own pace and remove routine tasks from board meeting agendas
- Ensure that work gets done in a timely manner between board meetings. Put the skills and talents of your board members and volunteers to the best possible use
- Provides support for the board, coordinators, committee chairs, and staff
- Create opportunities for a deeper dive into issues, also can handle “back burner” tasks
- Research, make recommendations, and present options to the board at large
- Vehicles for succession planning, mentoring, and identification of future leaders

Responsibilities of a Board Committee Member

Committee members may be board members, staff members, or volunteers, depending on how the committee (or subcommittee) has been formed. Members should have a clear understanding of the committee’s purpose, know what they can and can’t do, and whether they can make actual decisions on matters that fall into their subject area. Ideally, a board committee member should:

1. **Have unique knowledge, experience, or resources regarding the board committee’s purpose.** For example, those with an accounting or bookkeeping background may be on a financial management committee. Those with a marketing or advertising background may be on a fundraising committee.
2. **Be motivated to work with others towards a common goal.** A board committee is a focused group of individuals who are trying to actively work towards specific goals. It’s important for committee members to be self-motivated, as well as able to work easily with others.
3. **Have the ability to prioritize.** A single individual may be on multiple committees and subcommittees, in addition to doing their own work with the board. Thus, a board committee member often has to be able to prioritize their work depending on how vital it is to the nonprofit.
4. **Be available for committee meetings and projects.** Serving on a nonprofit board and within a committee or subcommittee requires a commitment. Individuals on a committee will need to dedicate a significant amount of time to the committee and its actions.

Board Committee Structure

What committees are required in your bylaws and other governing documents? How many committees do you have? What are the functions of your board committees? Are board members serving on more than one committee? Do some committees struggle with what work they should be doing? Be sure you can answer all these questions before starting a new board committee.

BOARD COMMITTEES NEED LEADERSHIP - A committee should have a leader who can help guide the group, report to the board at large, and communicate needs and requests to the organization and staff. Committees should have easy access to key staff members that closely align with their responsibilities and subject area. This ensures that your board committees can build relationships with staff and know who to reach out to if information or assistance is needed. **Committee meeting schedule, roster, agendas, and minutes of ALL committee meetings should be prepared and made available to the organization in accordance with policy.**

Naturally, the needs of each board committee will vary somewhat depending on your nonprofit size and mission. However, there are some guidelines that apply to all board committees, regardless of size or purpose. Here are some more tips for success.

- Avoid making board committees too large, as it becomes difficult to make decisions as a unit. A committee that has grown too large may also have an unfair amount of influence on the organization itself.

- Likewise, avoid making committees too small, as the committees may become too insular to reflect the goals of the organization as a whole. Committees that are too small may also not have sufficient resources to be truly effective.
- Carefully consider whether new board committees are needed, as not every project truly requires one. Rather, subcommittees can be created under existing committees to manage specific tasks.
- Ensure that committees are appropriately engaging and meeting, and have processes in place to audit the health of each committee. Otherwise, it can be easy for an organization to start to fall apart.
- Consider how committees will be able to check their own progress as well as be evaluated by other committees. This system of checks and balances ensures that the entire organization operates smoothly.
- Be sure each board committee has its own written description that spell out its purpose, goals and timeline, leadership positions, and when (or if) the committee will be dissolved.

CSI Crime Policy

USA Swimming provides a crime insurance policy that is designed to meet the needs of LSCs. The USA Swimming crime policy provides several different types of crime coverage, such as: employee theft coverage; depositor forgery or alteration coverage; and computer theft and fraud coverage.

To meet the needs of this crime insurance policy, CSI must ensure the following safeguards are in place:

1. Dual Signatures on checks and electronic payments in the amount of \$5,000 or a voucher/dual system approval process.
2. The person who issues checks cannot be the same person that balances the monthly bank statement
3. An audit committee should review the CSI books at least semi-annually.

CSI Document Retention Policy

Colorado Swimming Inc. (CSI) takes seriously its obligations to preserve information relating to litigation, audits, and investigations.

The information listed in the retention schedule below may not contain all the records CSI may be required to keep in the future. Questions regarding the retention of documents not listed in this chart should be directed to the General Chair.

From time to time, the General Chair may issue a notice, known as a “legal hold,” suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the legal hold is withdrawn in writing by the General Chair.

File Category	Item	Retention Period
Corporate Records	Bylaws and Articles of Incorporation	Permanent
	Corporate resolutions	Permanent
	Board and committee meeting agendas and minutes	Permanent
	Conflict-of-interest disclosure forms	4 years
Finance and Administration	Financial statements (audited)	7 years
	Auditor management letters	7 years
	Payroll records	7 years
	Check register and checks	7 years
	Bank deposits and statements	7 years
	Chart of accounts	7 years
	General ledgers and journals (includes bank reconciliations)	7 years
	Investment performance reports	7 years

	Equipment files and maintenance records	7 years after disposition
	Contracts and agreements	7 years after all obligations
	Correspondence — general	3 years
	Invoices (to members, customers, from	7 years
	Member registration forms	2 years
	Member transfer forms	3 years
	Club charter information	3 years
Insurance Records	Insurance Summary for USA Swimming Local Swimming Committees (LSC's)	7 years
	Reports of Occurrence received by the LSC office	7 years
Real Estate	Deeds	Permanent
	Leases (expired)	7 years after all obligations
	Mortgages, security agreements	7 years after all obligations
Tax	IRS exemption determination and related correspondence	Permanent
	IRS Form 990s	7 years
	Charitable Organizations Registration Statements (filed with Colorado Attorney	7 years
Human Resources	Employee personnel files	7 years
	Current employee handbooks	Permanent
	Workers comp claims (after settlement)	7 years
	Employee orientation and training	7 years after use ends
	Employment applications	3 years
	IRS Form I-9 (store separate from	Greater of 1 year
	Withholding tax statements	7 years
	Timecards	3 years
Technology	Software licenses and support	7 years after all obligations

Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

Emergency Planning

CSI's records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping CSI operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

Document Destruction

The General Chair is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against CSI and its employees and possible disciplinary action against responsible individuals. The General Chair and Administrative Vice-Chair will periodically review these procedures with legal counsel or the organization's certified public accountant to

ensure that they are in compliance with new or revised regulations. The General Chair will periodically report to the Board of Directors on compliance with this policy.

Update the Table of Documents

When new items are identified by law, by USA Swimming, by CSI, or by staff, the General Chair will update the document retention policy and report back to the Board of Directors.

CSI Electronic Communication Policy

Purpose and Application of Policy: This policy applies to all uses and users of Colorado Swimming provided email services, including board members, committee members or staff who may be provided email services by Colorado Swimming. The purpose of this policy is to describe the permitted and appropriate use of Colorado Swimming email in order to ensure compliance with relevant laws, regulations, and policies.

Policy Statement:

Colorado Swimming recognizes and has established email as an official means of communication. Certain board members, committee members and staff may be provided a Colorado Swimming email account, which will be the official address to which Colorado Swimming will send email communications. Board members, committee members and staff may use such email services to communicate with other Colorado Swimming members, board members, and committee members in furtherance of their duties.

Colorado Swimming provides email services to support activities associated with administrative functions and in support of its overall mission. Users are required to read and shall be expected to have read in a timely manner, all official Colorado Swimming email messages sent to their Colorado Swimming email address.

Colorado Swimming email services are provided solely for the purpose of conducting Colorado Swimming business. The use of Colorado Swimming email services is subject to the normal requirements of legal and ethical behavior, and any such use shall be subject to and in accordance with all other applicable Colorado Swimming policies.

Colorado Swimming email services shall not be used for personal, non-Colorado Swimming related purposes. Use of Colorado Swimming email for a private business venture or for political purposes is prohibited.

Colorado Swimming email accounts and information sent via Colorado Swimming email services are the property of Colorado Swimming. There is no right of privacy or ownership in any email or any information attached or contained in an email in a Colorado Swimming account. Colorado Swimming has the right to access such accounts and may access such accounts for legitimate business purposes.

Users of Colorado Swimming email services are responsible for safeguarding the privacy and security of information sent electronically in accordance with applicable laws and policies. Copying of email from Colorado Swimming accounts to non-Colorado Swimming accounts is discouraged but not prohibited. Any user who moves a copy of email sent to a Colorado Swimming email account to a non-Colorado Swimming email account expressly assumes personal responsibility for the security and privacy of that email and any information contained therein.

CSI Whistleblower Policy

General - Colorado Swimming Inc. (CSI) expects directors, officers, committee members, volunteers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of CSI must practice honesty and integrity in fulfilling responsibilities and comply with all applicable laws, regulations, and USA Swimming and CSI policies.

Reporting-Responsibility - It is the responsibility of all directors, officers, committee members, volunteers, and employees to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation - No director, officer, committee member, volunteer, or employee who in good faith reports a violation or suspected violation shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of

employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within CSI prior to seeking resolution outside the organization.

Reporting Violations - Employees are to share their questions, concerns, suggestions, or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the General Chair or Administrative Vice-Chair of CSI whom you are comfortable in approaching. Directors, officers, committee members, supervisors and managers are required to report suspected violations to the Administrative Vice-Chair.

Compliance Officer - The Administrative Vice-Chair is responsible for investigating and resolving all reported complaints and allegations concerning violations and, at his/her discretion, shall advise the General Chair and/or the Executive Committee.

Accounting and Auditing Matter - The Finance Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Administrative Vice-Chair shall immediately notify the Finance Committee of any such complaint and work with the committee until the matter is resolved. The Administrative Vice-Chair is required to report to the Finance Committee at least annually on compliance activity.

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

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

Handling of Reported Violations - The Administrative Vice-Chair will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted violation reports. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

Becoming a High Performing Board

Elements of High Performance

- Responding to executive strategy and contributing to rigorous debate. (The board brings fresh perspectives; it does not just originate strategy.)
- Monitoring the implementation of the strategy through the operational plans.
- Overseeing the quality of leadership and management, ensuring that individuals are developed and that effective succession plans are in place.
- Maintaining a governance framework that adds value to the organization.
- Safeguarding the organization's values and reputation.

Characteristics of the High-Performing Board

- Clarity regarding role and focus: High-performing boards begin with a clear understanding of their role, scope of responsibilities and expected contribution to the long-term success of the organization.
- An effective chairman: The chairman sets the board's tone and direction as well as its performance culture. He or she creates the appropriate environment for full engagement by all members of the board, drawing out opinions

and shaping discussions of sensitive issues. Beyond the board and committee meetings, the most effective chairmen spend time with their board members individually—as frequently as once a quarter—to ensure that issues are discussed, performance is assessed, and timely and effective contributions are encouraged.

- A balanced board team: A board is only as good as its members. And like many things in business, recruiting the right members is something that is easy to talk about but hard to execute. A high-performing board includes members who can provide broad strategic perspective while also bringing their specific experience and expertise to bear on board issues. And high-performing boards are balanced not just with respect to expertise but to temperament as well, mixing analytical thinkers with visionaries, conciliators with challengers.
- A culture of trust and respect: A board is not a collection of individuals and talents but a team. For it to function as such, effective chemistry, candid communication and mutual respect are critical. This ensures that probing questioning, constructive criticism and challenging debate can take place between the members.