

NEW JERSEY SWIMMING, INC.

**BOARD OF DIRECTORS
MANUAL**

Version 0.1

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1. Introduction

The business of the “New Jersey Swimming, Inc.”, a 501 (c) (3) non-profit organization, is managed by the Board of Directors. The Board provides leadership and oversight of the activities of the LSC consistent with the LSC’s mission, vision and purpose.

While the bylaws address legal requirements outlining the primary organizational structure for the LSC, this document builds on the bylaws to include policies and reference information to guide the decisions and operation of the Board.

This Handbook serves three functions.

1. For new board members, it is intended to serve as an orientation tool with useful information about the board structure and its operation to facilitate a speedy ramp-up.
2. For the balance of the board, the Handbook should serve as a working tool and resource to ensure reasonably consistent operation from year to year.
3. Enable the board to focus on its role and priorities.

The Board is made up of dedicated volunteers whose interest is the continued strengthening of the LSC and its programs. It is a transitory group tasked with providing governance oversight to the LSC. Therefore this manual serves as the “institutional memory and knowledgebase”, providing a consistent operational foundation year over year for the benefit of our staff, and members.

Board Position	2023-2024	How to contact

It is the responsibility of each Board member to ensure that the information documented here is actively referenced to ensure reasonably consistent operation from season to season.

Perhaps even more than written policies, the Board should always strive to establish by example and attitude an atmosphere of transparency and personal integrity. Some situations may need only a brief, informal comment to maintain that climate. In others, a decision may be delayed because of the need to ensure that the decision has been made in the organization's best interests. Each of us, by our daily words and actions, contributes to a culture of transparency, integrity and responsibility.

2. Policies

Policies embody the governing and operational guidelines for the LSC. Policies clarify what it means to implement board responsibilities, enable the board to uphold the mission of the LSC, make better collective decisions, and guide individual actions and behaviors.

Policies consist of:

- Board governance policies
- Board operational policies
- Personnel practices

- Policies communicated to Membership

2.1. Board Governance Policies

2.1.1. Responsibilities of the of the Board

The board is responsible to:

1. Manage LSC resources effectively.
2. Select and hire Office, and Sanctioning Staff.
3. Support the staff.
4. Provide effective planning and use of funding.
5. Determine, monitor and strengthen LSC programs and services.
6. Enhance the LSC's public image
7. Maintain books of accounts.
8. Recruit and orient new Board members and assess Board performance.
9. Set policies, goals and annual objectives with the House of Delegates
10. Assist to organize LSC events

2.1.2. Agreement to serve on board

Having been elected to serve as a director according to the by-laws of the LAC, board members are expected to voluntarily agree to:

- Ensure that our vision, mission and goals are relevant and continue to inspire the work of the LSC.
- Abide by the by-laws and policies of the LSC.
- Ensure that the LSC is exemplary in providing services to the membership, managing its money and employing staff and volunteers.
- Declare any personal or professional interest that may conflict, or be seen by others to conflict, with ability to act in the best interests of the LSC, and in such situations voluntarily withdraw from the discussion and decision making process.
- Actively participate as a board member, which includes regularly attending meetings, preparing for and contributing to board discussions and showing up for special events.
- Refrain from giving direction, as an individual board member, to staff or volunteers, outside direct roles and responsibilities.
- Support decisions of the Board even if I do not always agree.
- Represent the LSC actively and positively with our membership and in the community.

2.1.3. What does it mean to serve on the board

The role of the Board of Directors is to provide leadership and oversight of the activities of the LSC. In both areas it will strive to represent the interests of its members.

The work of the board requires a balance of asking big questions, exploring possibilities, engaging in real dialogue, solving problems and offering direction.

The Board provides strategic leadership to the LSC. In order to do this, the Board will:

1. Look to the future and keep informed of issues and trends that may affect the mission and organizational health.
2. Make decisions based on knowledge of community needs and best practices and in accordance with the mission.
3. Be proactive and visionary in its thinking.
4. Encourage thoughtful deliberation, incorporating a diversity of viewpoints.
5. Work together as colleagues, encouraging mutual support and good humor.
6. Have the courage to lead and make difficult decisions.
7. Commit to excellence in governance, including regularly monitoring, assessing and improving its own performance.

In providing leadership the Board will actively consult with others inside and outside the organization and, in providing oversight, it will ensure broad organizational accountability, transparency and active and meaningful communications with its membership. Free resources available through USA Swimming are a key outside source to be leveraged.

In providing leadership the Board will work with the House of Delegates in looking towards the future, reviewing the organization's mission and objectives, identifying the outcomes the organization is seeking and the strategies it will use to achieve them.

In providing oversight the Board will rely on assessing organizational performance in relation to goals and adherence to budget. The board will insure, through the creation of policies that the LSC adheres to sound financial management, personnel and service practices. The board will rely on the systematic review of organizational activities through the implementation of policies, rather than by examining or advising on day-to-day decisions.

The board will take responsibility for its own management, continuity and renewal. It will insure effective board meeting practices, appropriate director conduct, ongoing board education, and continuing attention to the recruitment of new members.

The fiduciary duties can be summed up as: duty of care, duty of loyalty and duty of obedience.

2.1.4.Code of conduct

The Board is committed to effective decision-making and, once a decision has been made, speaking with one voice. Towards this end board members will:

- Speak from broad member and for members interests.
- Express additional or alternative points of view and invite others to do so as well.
- Refrain from "lobbying" other board members outside of board meetings that might have the effect of creating factions and limiting free and open discussion.
- On important issues, be balanced in one's effort to understand others and to make oneself understood.
- Once made, support, indeed defend, board decisions, even if one's own view is a minority one.
- Do not disclose or discuss differences of opinion on the board outside of board meetings, especially with staff, volunteers or members. For this reason information on who votes for and against any particular motion will not be recorded in meeting minutes unless a board director requests it.
- Respect the confidentiality of information on sensitive issues, especially in personnel matters.
- Refrain from speaking for the organization unless authorized to do so.
- Disclose one's involvement with other organizations, businesses or individuals where such a relationship might be viewed as a conflict of interest. Also see Conflict of Interest Policy.

2.1.5. Board meeting practices

General guidelines:

- Board meetings are held monthly, on dates established in May for the full swim year.
- Agendas are distributed the week before, in accordance with the bylaws, reflecting yearly planning calendar topics and relevant issues that need to be addressed, along with supporting documents for review. Board members should come prepared.
- Board members should notify the General Chair of any additional topics to be reflected in the agenda in advance of the meeting to avoid surprises and to make the best use of everyone's time.
- In case of conflict, board member must notify the General Chair of non-attendance and provide a status update in support of the agenda. This will ensure meeting start on time, agenda items are covered, and topics advance on schedule.
- At times emergency board meetings may become necessary. The General Chair will contact all board members to find a convenient day/time for most to participate.
- At the Chair's discretion, some board meetings may be executive sessions, or meetings closed to Staff and Ex-Officio members.
- All meetings have published minutes distributed to board members and archived.

2.1.6. Annual Planning Calendar

A majority of the activities of the board are cyclical and seasonal. A separate section in this document outlines a 12 month planning calendar to be used as reference to drive the activities of board, staff, and the monthly board meeting agendas.

2.1.7. Decision-making

The Board will make decisions through careful deliberation in keeping with the mission of the LSC.

- In general, the board will strive for consensus of opinion in its decision-making.
- If consensus is not reached, General Chair or any board member may call for a vote, in which case decision will be made by the majority of those present at the meeting.
- The Executive Board may make a decision on behalf of the board.
- At times, decisions may need to be made via email. The General Chair will collect the votes and respond to all with the majority decision.

2.1.8. Role of committees

For each fiscal year the board establishes committees in accordance with the bylaws and as needed to support the objectives set for that year.

The purpose of the committees is to address specific tasks, projects, or issues outside of the board meetings, while bringing back recommendations, policies, or solutions to issues for board decision. The board member committee chair is responsible to provide periodic updates at board meetings.

Once established the list of the committees and its members will be made available to the Membership and the LSC website.

2.1.9. Confidentiality

Board members, staff and volunteers are required to keep certain LSC information confidential. This obligation exists even though Board members may not be paid, and employees may not have signed any contracts or

other documents related to confidentiality. Board members have been placed in a position of trust, and it is their fiduciary responsibility to honor the LSC's need to keep certain information confidential.

- Correspondence, documentation, any deliberations and discussions pertaining to personnel are considered confidential.
- Always designate information as “confidential” if there is an expectation that it be maintained as such by Board members, staff or volunteers. For example some volunteers may have a need to access membership lists with emails and phone numbers. Such information may be shared as confidential to maintain the privacy of our members’ personal information.
- The specific manner of voting by board members is confidential, while the outcome towards the decisions of the board is not.
- All records maintained are confidential, with controlled access.
- Website access should be regularly managed by the General Chair, and granted at the lowest access level needed for a specific job.
- The board should make every effort to minimize the need for generating confidential information.
- When in doubt, ask!

2.1.10. Conflict of interest

The standard of behavior is that all board members, staff, and volunteers scrupulously avoid conflicts of interest between the interests of the LSC on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

The purposes of this policy are to protect the integrity of the LSC's decision-making process, to enable our membership to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

Upon or before election, hiring, or appointment, board member, staff or volunteer will make a full disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest.

In the course of meetings or activities, board member, staff or volunteer will disclose any interests in a transaction or decision where board member (including his/her business or other nonprofit affiliations), family, and/or significant other, employer, or close associates will receive a benefit or gain. After disclosure, board member will be asked to leave the room for the discussion and will not be permitted to vote on the question.

This policy is meant to supplement good judgment, and board member is expected to respect its spirit as well as its wording.

2.1.11. Nepotism

The board is responsible to make hiring and contract award decisions for the best interest of the LSC. Please see the Conflict of Interest policy and disclosure guidelines.

2.1.12. Personal contributions

Other than personal time, board members are not required or expected to make any financial donations to the LSC.

2.2. Board Operational Policies

The following policies are aligned with the board responsibilities outlined in the bylaws

2.2.1.Strategic planning and goal setting

At the start of each year the board sets short and long term strategies, goals and priorities. Each year the board creates goals for itself to make progress towards implementing the long term vision for the LSC. These must align to be in support of the mission as stated in the bylaws:

“Develop the sport of swimming through leadership and excellence by providing environments that encourage swimmers to achieve their goals and advance while fostering the principals of sportsmanship, leadership and achievement.”

Similarly in September the General Chair presents to the board for approval the proposed goals for the staff. These goals are also used to drive the yearly bonuses for staff within the budget constraints for the year, budget permitting.

2.2.2.Bylaws Policy

The board is responsible to annually update the bylaws to reflect the current and near-future needs of the LSC. The proposed changes must first be approved by the board before advance distribution to the full Membership for ratification at the annual Membership meeting.

The latest ratified bylaws are available on the LSC website- www.njswim.org .

2.2.3.Budget planning cycle

Budget planning for the following swim year must be reviewed and approved by the board in May. This is required to ensure that the season fees published to the members in the registration letter supports the budget needs of the LSC.

Considerations: Finance Committee should handle all the pre-work and preparations before Finance Vice Chair brings proposed budget for full board review and approval.

2.2.4.Reserves

The board should target 10%-15% of revenues as reserves. According to the IRS the LSC maintains “Private Foundation” status if we continue to spend at least 85% of adjusted net income on our stated purpose.

2.2.5.Fundraising practices

At the completion of the fundraising event, Treasurer provides the board with a full accounting of the incurred expenses, revenues and profits resulting from the fundraising event.

2.2.6.Financial reporting

At each board meeting, the Treasurer provides an update on LSC finances, sharing budget vs. actual report, financial adjustment requests from members, all received correspondence from IRS, NJ, payroll, etc.

2.2.7.Check signing

The Treasurer, Finance Vice Chair and General Chair have check signing authorization registered with the bank. Checks in the amount of \$2,500 or greater require two signatures.

2.2.8.Compensation and reimbursement

Board members and volunteers are not compensated for their time neither financially nor through services provided by the team.

A board member or volunteer will be reimbursed for reasonable expenses incurred during the course of performing duties or delivering a board approved service, subject to review and approval by the board.

2.2.9. Payroll

Payroll is submitted via the internet every other Monday. It is the responsibility of the Admin Vice Chair to email the personnel hours to the Treasurer the Sunday prior to submission.

The payroll company is ADP.

2.2.10. Tax filings

The Club fiscal year starts on January 1st and ends on December 31st.

- IRS Form 990-PF must be filed by March 15 of the year following end of fiscal year, within 4.5 months after the end of the fiscal year.
- If an IRS extension is needed, uses Form 8868 to request a 3 month extension of time to file its return. It must be filed within the 4.5 months time.
- Any due taxes must be paid by March 15th.
- For State of NJ filing, use 990PF to satisfy state filing requirements.
- The Treasurer is responsible to bring tax filings to the May board meeting.

2.2.11. Audits

Audits will be conducted every year in compliance with our affiliation agreement with USA Swimming.

2.2.12. Select and hire Staff

The board is responsible for selecting and hiring the Staff as outlined in the bylaws. When the need arises, the board must establish a Search Committee with the following responsibilities:

- Create and posting a job advertisement.
- Update existing Head Coach job description.
- Select, interview and recommend candidates for board consideration to complete the hiring.
- Once a final candidate is selected, the Finance Committee recommends compensation package, the board is responsible for approving package, and Chair is responsible for final negotiation and hiring.

2.2.13. Board – Staff relationship

The Board and Staff are expected to work in a partnership relationship. It is important that both the Board and Staff step up to their respective responsibilities and maintain a high level of open communication. The Staff should keep the board informed of issues and actions as needed.

The Staff are responsible to:

1. Provide a quality customer service
2. Treat each individual with fairness
3. Be responsive to members
4. Operate within USA Swimming rules.

2.2.14. Yearly plan reviews

Yearly plan reviews will be conducted every year at the December Board Meeting. This will allow the plans to be set in place prior to renewals.

2.2.15. Membership survey

A comprehensive survey was completed during April with readout of the results at the House of Delegates meeting in May.

- During April of each year the board will evaluate the survey needs at that time, revise prior survey questions as needed and survey the Membership by the end of the swim year.
- The board will provide timely feedback to the Membership resulting from the surveys.

2.2.16. Board Recruiting

It is the responsibility of the Nominating Committee to identify Members who are interested to join the board. The board prepares for this by identifying the positions that are expected to be vacated and be filled for the following season. The Nominating Committee members canvass and identify potential Members with interests and talents that match the open spots as much as possible.

2.2.17. Board orientation

The meeting following the annual House of Delegates Meeting is used to bring new members on board, ensure roles are clear. This Board Manual should serve as a tool for new board members to become acclimated as quickly as possible.

2.2.18. Board assessment

Each year or at least periodically the board should takes a step back to assess its own performance.

2.2.19. Officers change policy

Board officers have special responsibilities and obligations. Therefore specific actions must be taken when officers change:

Officer	Actions
General Chair	<ul style="list-style-type: none"> • Update checking account name and signature card • Update payroll account contact information • Update Credit Card processing records • Ensure that IRS-990PF tax return for the fiscal year reflects actual LSC General Chair
Finance Vice Chair	<ul style="list-style-type: none"> • Register with the State of NJ a change in Agent for the LSC. C-104G The Treasurer is the Agent representing the organization. Note that a change in Agent should be authorized by a resolution of the board of directors. See Forms section for a sample to be completed, signed and filed with the team records for the year. • Update checking account name and signature card • Update payroll account • Update Merchant Services records • Ensure that IRS-990PF tax return for the fiscal year reflects correct list of officers for the reporting fiscal year.
Admin Vice Chair	<ul style="list-style-type: none"> • Ensure that IRS-990PF tax return for the fiscal year reflects correct list of officers for the reporting fiscal year.
Secretary	<ul style="list-style-type: none"> • Ensure that IRS-990PF tax return for the fiscal year reflects correct list of officers for the reporting fiscal year.

2.2.20. Insurance coverage

It is the responsibility of the board and the General Chair to ensure that each year the programs offered by the LSC are adequately covered. The LSC must carry General Liability insurance to cover offered programs and officers.

2.2.21. Document management and retention

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

There are two aspects of the Sarbanes-Oxley Act that are applicable to nonprofits:

1. Retention of documents related to lawsuits.
2. Strengthened whistleblower protection.

The following are the minimum document retention requirements outlined by these laws:

Type of Document	Minimum retention requirement
Accounts payable/receivable ledgers and schedules	7 years
Audit reports of accountants	Permanently
Bank statements and reconciliations	10 years
Capital stock and bond records: ledgers, transfer payments, stubs showing issues, record of interest coupon, options, etc.	Permanently
Cash books	10 years
Checks (canceled, with exception below)	10 years
Checks (canceled, for important payments; i.e., taxes, purchase of property, special contracts, etc. [checks should be filed with the papers pertaining to the underlying transaction])	Permanently
Contracts and leases (expired)	10 years
Contracts and leases still in effect	Permanently
Correspondence, general	4 years
Correspondence (legal and important matters)	Permanently
Depreciation schedules	10 years
Donation records of endowment funds and of significant restricted funds	Permanently
Donation records, other [Note: Donation records include a written agreement between the donor and the charity with regard to any contribution, an email communication or notes of or recordings of an oral discussion between the charity and the donor where the representative of the charity made representations to the donor with regard to the contribution on which the donor may have relied in making the gift.]	10 years
Duplicate deposit slips	10 years
Employee personnel records (after termination)	7 years
Employment applications	3 years
Expense analyses and expense distribution schedules (includes allowance and reimbursement of employees, officers, etc., for travel and other expenses)	10 years
Financial statements (end-of-year)	Permanently
General ledgers and end-of-year statements	Permanently
Insurance policies (expired)	Permanently
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal reports, miscellaneous	3 years
Inventories of products, materials, supplies	10 years
Invoices to customers	10 years
Invoices from vendors	10 years
Journals	10 years
Minute books of Board of Directors, including Bylaws and Articles of Incorporation	Permanently
Payroll records and summaries, including payments to pensioners	10 years

Type of Document	Minimum retention requirement
Purchase orders	3 years
Sales records	10 years
Scrap and salvage records	10 years
Start certifications for all swimmers (required by USA Swimming since May 2009)	3 years
Subsidiary ledgers	10 years
Tax returns and worksheets, revenue agents reports, and other documents relating to determination of tax liability	Permanently
Time sheets and cards	10 years
Voucher register and schedules	10 years
Volunteer records	3 years

What we do:

- All tax filing records are at the Treasurer’s home.
- All documents should be stored on our google drive.
- All salvaged records, new records and physical assets are stored with the General Chair.

2.2.22. Whistleblower policy

The board must take any employee and volunteer complaints seriously, investigate the situation, and fix any problems or justify why corrections are not necessary. Refer to <http://managementhelp.org/misc/Sample-Whistleblower-Policy.pdf> for more information.

2.2.23. Email use

The Board shall not allow its staff or members to use the LSC emails for personal, political or material gain. Individual board members can be supplied with a njswim.org email address.

2.2.24. Membership

The teams that register to participate in LSC programs are referred to as the Members. The Board takes seriously any and all reasons that a member has for leaving the LSC.

2.3. Personnel Practices

2.3.1.Hiring

The Board is responsible for hiring the LSC Staff.

2.3.2.Staff performance review

The Board is responsible for reviewing the performance of all staff at the end of short course season and at the end of the long course season. The consensus feedback should be delivered by the board Chair, and should be consistent with the annual bonus also approved by the board.

2.3.3.Anti-harassment

New Jersey Swimming, Inc is committed in all areas to providing a work environment that is free from harassment. Harassment based upon an individual's sex, race, ethnicity, national origin, age, religion or any other legally protected characteristics will not be tolerated. All employees, including supervisors and other management personnel, are expected and required to abide by this policy. No person will be adversely affected in employment with the employer as a result of bringing complaints of unlawful harassment.

2.3.4.Substance abuse

It is the policy of New Jersey Swimming, Inc to promote and maintain a safe, healthy, and productive drug-free work environment, for the benefit of its employees, customers, and the communities in which we operate. Safe work practices, protection of company assets, and protection of the environment are always priorities for our company.

New Jersey Swimming, Inc. considers substance abuse to be a very serious issue and attaches great importance to its commitment to maintain a drug-free work environment.

Therefore:

- The unlawful manufacture, distribution, dispensing, possession, use of, or being under the influence of alcohol, controlled substances, drugs, narcotics, or any intoxicant is prohibited by any employee of New Jersey Swimming, Inc, any subsidiary operation of New Jersey Swimming, Inc or any individual on any company premise, or while conducting company business off premise. Any employee violating any part of this policy is subject to serious disciplinary action, up to and including termination of employment.
- New Jersey Swimming Inc, or its agents, may collect body fluid (blood, urine, saliva, etc.) samples from any employee and may test such specimens for alcohol, controlled substances, drugs, narcotics, or any intoxicant, or their metabolites. An employee's or applicant's consent to submit to such testing is required as a condition of employment. Refusal to consent to testing will lead to termination of employment.

2.3.5.Nepotism and fraternization

New Jersey Swimming, Inc. believes that the most qualified candidates will be selected for positions, for promotions and for assignment to specialized positions. Employees who are related to or who are engaged in a romantic relationship with candidates for hiring selection, promotion or assignment to specialized positions must ensure that all reasonable precautions are taken to avert any undue influence in the selection process or even the appearance of impropriety in the process. It further recognizes the rights of employees to become involved in personal relationships with their co-workers. However, it is the policy of New Jersey Swimming, Inc to ensure that its employees carry out their duties with impartiality and fairness so that public and organizational confidence in the actions of our employees is maintained. Public trust, workplace safety, swim club operations and club morale require that employees avoid the appearance of or actual conflict of interest between their professional responsibilities and any involvement in a romantic or sexual relationship with other employees. In order to promote efficient operation of New Jersey Swimming, Inc and avoid misunderstandings, complaints of favoritism, sexual harassment and/or gender-based discrimination, and other problems of supervision, safety, agency operations, and employee morale, all employees are instructed to avoid situations that give rise to an actual or perceived conflict.

Definitions:

- A. Family relationship:** A relationship resulting from family ancestry or marriage. For this policy this includes spouse, parent (including foster, step, and in-law); children (including adoptive, foster, or step); brother or sister; grandparent or grandchild; aunt or uncle; niece or nephew; or any other relative living in the same household as the employee or another individual related by blood, marriage, or quasi-marriage in the same household as a Departmental employee. Relative includes a significant other or domestic partner.
- B. Personal relationship:** For purpose of this policy, personal relationship is a relationship involving employees who are dating, engaged in a romantic relationship or cohabitating.
- C. Supervisor:** An employee who has authority, direct or indirect, over another employee by virtue of their rank or job classification.

- D. **Subordinate:** An employee who is answerable to another employee based on their rank or job classification.
- E. **Dating:** One or more social meetings between employees under circumstances reasonably intended to lead to a romantic relationship.

2.3.6. Dismissals

Dismissals should be handled consistently pursuant to the guidelines that follow. Before proceeding with any termination action, the General Chair should review all appropriate policy statements and consult with the Board of Directors.

Discharge for violation of New Jersey Swimming, Inc policies:

- Attendance (Absenteeism, Tardiness, and Job Abandonment);
- Conflict of Interest;
- Treatment of Confidential Information;
- Substance Abuse;
- Unlawful Discrimination and Harassment (including Sexual Harassment)
- Sexual Assault;
- Workplace Violence;
- Personal Leave of Absence (i.e., failure to return to work); and
- Progressive Corrective Action.

2.3.7. Resignations

Although we hope your employment with New Jersey Swimming, Inc will be a mutually rewarding experience, we understand that varying circumstances do cause employees to voluntarily resign employment. Should this time come, you are asked to follow the guidelines below regarding notice and exit procedures. **Procedures**

1. Employees are encouraged to provide two weeks' notice to facilitate a smooth transition out of the organization.
2. All resignations must be confirmed in writing. Employees who verbally resign will receive a Confirmation of Resignation notice within 24 hours.
3. If an employee provides less notice than requested, the employer may deem the individual to be ineligible for rehire depending upon the circumstances regarding the notice given.
4. Management reserves the right to provide an employee with two weeks' pay in lieu of notice in situations where job or business needs warrant such action. Such a decision should not be perceived as reflecting negatively on the employee since it may be due to a variety of reasons not known to the individual or other employees.
5. Employees who fail to report to work for three consecutive days without properly communicating to their supervisor or manager the reasons for their absence will be viewed as voluntarily resigning their employment as of the third day.
6. Employees will not be allowed to rescind a resignation, whether given verbally or in writing, once the resignation has been confirmed by the employer.
7. Employees who wish to discuss concerns about their continued employment before making a final decision to resign are encouraged to do so consistent with the organization's retention program.
8. Resigning employees will be scheduled for an exit meeting to ensure that all tools and equipment are returned and to provide an opportunity to discuss any questions or concerns related to employment with the New Jersey Swimming Inc. Employees who fail to return any company property, will be deemed ineligible for rehire and may be subject to legal proceedings on behalf of New Jersey Swimming, Inc.

9. Departing employees will be asked to confirm their forwarding address to ensure that benefits and tax information are received in a timely manner. Final pay will be mailed to this address by the next payday unless state law or other procedures dictate otherwise.

2.4. Policies Communicated to Membership

The policies in this section are communicated annually to the Membership at the House of Delegates meeting in May and through the website. These policies are listed here to ensure information is not lost and for consistency.

2.4.1. Athlete protection policy

It is the New Jersey Swimming, Inc policy to:

- a. Abide by USA Swimming required policies as outlines in the “MAAP” document.
- b. Follow best practice guidelines outlined in the “MAAP” document.
- c. Inform and educate our membership about the USA Swimming athlete protection policies and best practices recommended for parents.

2.4.2. Travel policy

Background: As part of the enhanced athlete protection efforts by USA Swimming, the rules require clubs and Local Swimming Committees (LSCs) to have published policies for team travel. Team Travel is defined as overnight travel to a swim meet or other team activity that is planned and supervised by the club or LSC. Club and LSC travel policies must be signed and agreed to by all athletes, parents, coaches and other adults traveling with the club.

We strive to ensure the safety of our swimmers. It is the New Jersey Swimming, Inc policy to:

2.4.3. USA Swimming required policies:

Club and LSC travel policies must include these policies. These items are Code of Conduct stipulations in the USA Swimming Rulebook.

- a. Club travel policies must be signed and agreed to by all athletes, parents, coaches and other adults traveling with the club. (305.5.D)
- b. Team managers and chaperones must be members of USA Swimming and have successfully passed a USA Swimming-administered criminal background check. (305.5.B)
- c. Regardless of gender, a coach shall not share a hotel room or other sleeping arrangement with an athlete (unless the coach is the parent, guardian, sibling, or spouse of that particular athlete). (305.5.A)
- d. When only one athlete and one coach travel to a competition, the athlete must have his/her parents’ (or legal guardian’s) written permission in advance to travel alone with the coach. (305.5C)

In addition to the above, New Jersey Swimming, Inc adopted the following policies:

- a. During team travel, when doing room checks, attending team meetings and/or other activities, two-deep leadership and open and observable environments should be maintained.
- b. Athletes should not ride in a coach’s vehicle without another adult present who is the same gender as the athlete, unless prior parental permission is obtained.
- c. During overnight team travel, if athletes are paired with other athletes they shall be of the same gender and should be a similar age. Where athletes are age 13 & Over, chaperones and/or team managers would ideally stay in nearby rooms. When athletes are age 12 & Under, chaperones and/or team managers may stay with athletes. Where chaperones/team managers are staying in a room with athletes, they should be the same gender as the athlete and written consent should be given by athlete’s parents (or legal guardian).

- d. When only one athlete and one coach travel to a competition, at the competition the coach and athlete should attempt to establish a “buddy” club to associate with during the competition and when away from the venue.
- e. To ensure the propriety of the athletes and to protect the staff, there will be no male athletes in female athlete’s rooms and no female athletes in male athlete’s rooms (unless the other athlete is a sibling or spouse of that particular athlete).
- f. A copy of the New Jersey Swimming, Inc Code of Conduct must be signed by the athlete and his/her parent or legal guardian. Policy is completed electronically at Sign-ups and Registration for each season.
- g. The directions and decisions of coaches/chaperones are final.

2.4.4. Privacy policy

We strive to protect the privacy of our members. New Jersey Swimming adopted the following privacy policy established by USA Swimming:

The following information, and only the following information, shall be acceptable for publication in any form, including but not limited to the world wide web, regarding any USA Swimming member without authorization from the athlete, if of majority; the athlete’s parent/guardian, if a minor; or the non-athlete member:

Name, age in years, club affiliation, time and place, and any awards or honors.

Authorization to publish the contact information provided by the member (limited to name, address, telephone number(s), email address and fax number) is deemed given by any member serving USA Swimming, an LSC or a club member as an officer, Board member, committee member or designated club contact, and any Meet Referee or Meet Director with respect to any meet announcement wherein they have agreed to be so designated. USA Swimming membership numbers may be published when done for data transmission only. USA Swimming membership numbers may not under any circumstance be published together with the name of the member or in a series of reports that when taken together will reveal the name and membership number of the member.

While USA Swimming does not explicitly require clubs to have a privacy policy, we feel it is important that we safeguard members’ and swimmers’ information from publication on our website for public access.

Reference:

USA Swimming “Privacy Policy” document revised May, 2011
<http://www.usaswimming.org/Rainbow/Documents/5d8f7c3b-7159-4d60-b857-54d24693cbae/Revised%20Privacy%20Policy.pdf>

3. Board Planning Calendar

3.1. Annual calendar

The following represent new topics that should be covered by the board each month. The topics are in addition to any “Old Business” that usually rolls over from one month to another or special meetings that may take place to manage unique circumstances. The key activities support the upcoming board meeting topics.

Board of Directors Annual Schedule

(topics, events, etc.)

May	June	July	August
<ul style="list-style-type: none"> • New officers take over • Renew banking relationships • EZ May meeting • Appoint/reappoint Committee chairs & members • Board & committee chair orientation • Policies and Procedures Updates (if needed) • Conflict of interest • New meeting schedule • BOD Elections <p style="text-align: center;">HOD Meeting</p>	No Meeting	<ul style="list-style-type: none"> • Lifetime recipient nominees requested • Approve committee membership • Select USAS ABM Voters • Set Governance Policy's Means/Ends • LC Championship Meets <p style="text-align: center;">BOD Meeting</p>	No Meeting
September	October	November	December
<ul style="list-style-type: none"> • USAS Annual Business Meeting and Workshop • Strategic plan review • BOD self-assessment & review • Update Bylaws (if necessary) • File 990s with USA Swimming <p style="text-align: center;">BOD Meeting</p>	No Meeting	<p style="text-align: center;">BOD Meeting</p>	No Meeting
January	February	March	April
<ul style="list-style-type: none"> • SC schedule review for following year • Budget discussion • May HOD plan approved <p style="text-align: center;">BOD Meeting</p>	No Meeting	<ul style="list-style-type: none"> • SC Championship meets • HOD legislation prepared • Slate of BOD nominees presented to BOD • Budget presented to BOD • Delegates to EZ May Meeting • Nominees for Outstanding Volunteer discussed & selected • Policy, by-laws & mission review <p style="text-align: center;">BOD Meeting</p>	<p>Meet Hosts meeting</p> <p>BOD Elections</p> <p style="text-align: center;">HOD Meeting</p>

3.2. On-going agenda topics:

At start of swim year identify ongoing topics aligned with goals/objectives that will be covered at each board meeting:

- Policies and Procedure Updates
- USA Swimming programming
- Membership issues: payments and refunds

4. Rosters

4.1. Officers by fiscal year

The following individuals are listed as officers on the IRS 990PF tax filings for 1999 – 2023.

Fiscal Yr	General Chair	Admin VC	Finance VC	Secretary	Comments
1999-00					
2000-01					
2001-02					
2002-03					
2003-04					
2004-05					
2005-06					
2006-07					
2007-08					
2008-09					
2009-10					
2010-11					
2011-12					
2012-13					
2013-14					
2014-15					
2015-16					
2016-17					
2017-18					
2018-19					
2019-20					
2020-21					
2021-22					
2022-23					
2023-24					

4.2. Staff by year

Staff	Positions	Start date	End Date

5. Corporate Records

Item	Details
Mailing address	
Incorporation	<p>The LSC was incorporated in 1980. Last ratified bylaws are available on the LSC website IRS letter granting 501(c)(3) status is available on the team website Articles of incorporation</p>
Licenses, permits	The club does not have any specific licenses and permits.
Fiscal year	Starts January 1 and ends December 31 of the following year.
Tax filing	<p>Taxes are filed for the year when fiscal year starts. Federal: By March 15th following end of fiscal year. Federal 990PF tax filings must be filed by the 15th day of the 5th month following the close of the foundation's accounting period. Extension must be filed by Mar. 15th along with due taxes. Extension is for three months. 2nd extension of three additional months can be requested. http://www.irs.gov/instructions/i990pf/ch01.html#d0e883 State: By April 1st following end of fiscal year. NJ registration due Six months after an organization's fiscal year ends File online: https://www1.state.nj.us/TYTR_COARS/JSP/page1.jsp FAQs: http://www.state.nj.us/lps/ca/charity/charhp.htm 2023-2024- used: Fuoco Group</p>
Federal	Federal Tax ID: 31-1012857
NJ State	<p>NJ Registered Corporation name: New Jersey Swimming, Inc NJ Corporate ID:</p>
Corporate Agent	<p>Registered Agent for NJ Swimming: Karen Hall Change of Agent form must be completed immediately when there is a change. Form is available online: http://www.state.nj.us/treasury/revenue/dcr/geninfo/corpman.html#cgo</p>
P.O. Box	<p>P.O. Box owner: New Jersey Swimming, Inc NJ Swimming contact: Stephanie Crofton</p>
Checking account	<p>Citizens Account No.: Account No:</p> <p>Valley Bank Account No: Account No:</p> <p>Amboy Direct Account No:</p>

Item	Details
Payroll	<p><u>Payroll as of 9/1/2023:</u> ADP Account: Account Specialist: Monthly payroll: Taxes: All tax calculations and filings are done by ADP Account support: Account access: Karen Hall and Ed Dellert</p>
Website	<p>www.TeamUnify.com is our website provider Yearly contract as of _____ Account support: support@teamunify.com 541-359-2635 (M-F 8a-5p Pacific) BB contact: Nicky DeCaro</p>
Credit card payment processing	
Insurance	<p><u>General Liability:</u> Provider: Risk Management Services Inc, PO Box 32712, Phoenix AZ, 85064 Policy No.: Type of coverage: Account contact: Kimberly Tate, Account Manager Risk Management Services, Inc. 800-777-4930 ext 10 - Fax 602-274-9138 www.theriskpeople.com</p> <p><u>Coverage through USA Swimming memberships:</u> What is covered by USA Swimming: http://www.usaswimming.org/ Rainbow/Documents/2991febb-d1fa-460d-8182-427fafd4519c/USA-S%202011%20Member%20Ins%20Summary.pdf USA Swimming FAQs: http://www.usaswimming.org/ Rainbow/Documents/4dbd7214-a0eb-4fbb-b6d1-572084159784/INSURANCE%20COVERAGES%20REV%20July%202010%20WEB.pdf USA Swimming Forms: http://www.usaswimming.org/DesktopDefault.aspx?TabId=1651&Alias=Rainbow&Lang=en NJSI contact: General Contract Annual renewal/ Contract is signed by NJSI General Chair</p>
LSC equipment and apparel	<p>Equipment/Apparel: Provided by Metro Swim Shop No contract required BB Contacts: Nicky DeCaro</p>
Surveys	<p>Team survey completed April, 2024:</p>

Item	Details
Team records and documents	<p>Team documents inventoried and archived for each fiscal year (Stored on the Google Drive):</p> <ul style="list-style-type: none"> - Treasurer’s binder(s) with receipts, deposits, bank statements, budget report, and final P&L statements, etc. - Payroll statements and reports - Personnel records: job offer letters, evaluations and any resignations - Tax filings and all related correspondence should go in the “Tax returns” box containing all the available NJSI tax filings. - Signed contracts

6. Reference Resources

1. USA Swimming “Club Leadership and Business Management” class and materials -
2. Board governance and development: <http://collegeofcontinuinged.dal.ca/Continuing%20Management%20Education/Non-Profit%20Sector%20Leadership/Resources.php#management>
3. All about boards: <http://managementhelp.org/boards/boards.htm>
4. BoardSource: <http://www.boardsource.org/Knowledge.asp>
5. Board effectiveness survey (free): <https://www.boardcheckup.com/index.php>
6. Embezzlement: <http://www.blueavocado.org/content/nonprofit-embezzlement-more-common-and-more-preventable-you-think>
7. “The Sarbanes-Oxley Act and Implications for Nonprofit Organizations” - <http://www.boardsource.org/clientfiles/sarbanes-oxley.pdf>
8. “Ten Emerging Principles of Governance of Nonprofit Corporations and Guides to a Safe Harbor” - http://www.icnl.org/knowledge/ijnl/vol7iss1/art_3.htm

7. Revision History

Date	Version	Change Description	Who
Feb, 2023	0.1	Purpose and outline of document for board review	N. Cicalo-DeCaro