

FROM THE
Ground
Up

Building a Positive Youth Sports Culture

A Guide for Leaders of Youth Sports Organizations





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C H A P T E R

So you want to start a youth sport organization...

Checklist for Chapter 1

- *Are you fired up?*
- *Define your vision and mission*
- *Assemble Leadership team*
- *Define the league*
- *Find facilities*
- *Contact the sport governing body*

Are You Fired Up?

People who get things done are usually the people who are excited about what they want to see happen. The key factor in whether you can be successful in starting a youth sports organization (YSO) is how much energy and excitement YOU have to make it happen. If you are excited, you will be more likely to get other people excited, and their support will make it more likely to come true.

Do you have the desire and energy needed to start a YSO? Creating a YSO can be a very rewarding experience, and the new league can be an asset to the community. At the same time, planning and forming a league requires substantial time. It demands strong and committed leadership.

People who have never been involved in running a youth sports league have no idea how much time and effort it takes to do it well. All the work securing practice and game facilities, ordering uniforms, balancing teams, recruiting coaches and officials, fielding calls from parents who are unhappy with something, and the like tends to be invisible to people who are not on the inside.

Because starting and running a YSO is a lot of work, it's crucial at the beginning to have a vision that is exciting to you and others so all of you will feel good about the work it will take.

Define Your Vision and Mission

Peter Senge, author of *The Fifth Discipline*, said "There are few, if any, forces in human affairs as powerful as shared vision." Vision is simply a sense of possibility that something new and wonderful can be created. In this case, the vision is to create a youth sports experience in which kids can develop their potential as athletes and as future successful citizens. Positive Coaching Alliance has produced a 9-minute video called "Honoring the Game: A Vision of a Positive Youth Sports Culture" that can help you define your vision. (A written copy of this vision is in the Appendix, **A-1**, page 44.) When other people see a vision that they can get excited about, they tend to want to get involved with something that is larger than each individual.

A mission statement is a short, direct expression of the vision. Positive Coaching Alliance has developed a draft mission statement that you can use or adapt:

(YOUR organization's name) aspires to be an outstanding educational-athletic organization that provides a high-quality experience to every athlete and coach. A high-quality experience is one in which every player

- **Has fun playing the game**
- **Feels he or she is an important part of the team regardless of performance**
- **Learns "life lessons" that have value beyond the playing field**
- **Develops and learns as an athlete with a deepening understanding of the skills, tactics and strategies of the game**

When you have recruited your board members, you'll want to have them review and approve the mission statement, but it helps to have a draft mission statement to present to individuals you want to recruit to join you in this effort.

With your vision and a draft mission statement in hand, you are ready to recruit other people to help you.

Assemble Your Leadership Team

Our society tends to see leadership as a solitary thing: a single leader telling other people what to do. But the reality is that most great organizations depend on a TEAM of people in leadership positions.

This can begin with the role of founder or president. Many youth sports organizations have co-leaders who share the role of president or chairman or director. If there is another person you work well with who might be interested in sharing the leadership of the YSO, you might want to talk with that person first to see if he or she is interested.

Now it is time to recruit board members. The board of directors is the brains and heart of the YSO. You need people who will commit their time, energy and ideas to the organization.

Identify individuals you'd like to have on the board – and ask them! All board members are responsible for doing what is necessary for the league to be successful. This includes:

- **Attending meetings regularly**
- **Committing to the organization and its goals**
- **Accepting and completing assignments in a timely manner**
- **Getting the necessary resources to be successful – financial, human and physical**
- **Staying informed of league news and policies**
- **Working closely with other board members and league participants**

Keep in mind your own personal vision of the league. If your goal is a purely recreational league, avoid potential board members who are super competitive or have other characteristics that would make it more difficult to create the league you have imagined. Meet individually with each potential board member to explain your vision and gain their commitment.

Brainstorm a list people who match the characteristics and skills you identified. The typical positions on a youth sport league board of directors can be found in the Appendix (A-2, page 46). Keep this list in mind as you brainstorm and make a note of potential matches. It is not necessary to determine who will serve in which position at this time.

When thinking about the contributions that an individual might make to the success of the organization, people sometimes talk about the 4 W's: **Wisdom, Work, Wealth and Wallop**.

Wisdom: People who have relevant experience are valuable. For example, someone who has officiated your sport before might make a great Referees Manager. Someone who is a coach or who has managed people in a business setting might be an effective Manager of Coach Development. Having an attorney on the board can help with establishing nonprofit status. Having someone who has raised money before can help develop a fundraising plan. Think about the things you will need to have done on a regular basis and think about people who already know how to do them.

Work: There are so many things to do to make a YSO successful and most of them are not glamorous. Having individuals who are not afraid of working hard at tedious tasks – such as stuffing and licking envelopes is essential. Every board needs hard workers, regardless of what other qualities they might bring to the board.

Wealth: For many YSOs, especially those serving low-income communities, player registration fees are not adequate to cover all costs. Having individuals on your board



who have some wealth and know other people who have access to wealth can help solve that problem. It is usually a good idea for every member of a board to make an annual donation to the organization even if it is a small one. This builds commitment and helps you in raising money if you can say that 100% of your board members give to the organization. And, of course, wealthier board members would be expected to give a larger gift, which helps the organization achieve its mission.

Wallop: This refers to someone's ability to get things done, often through relationships that they bring with them. For example, if you want to get access to practice facilities at a local school, having a parent who knows the principal or athletic director can be invaluable. Another aspect of wallop is having people on the board who have a positive community-wide reputation, such as the local police chief, a successful high school athletic coach or a prominent businessperson. Having well-respected individuals on the board can add to your YSO's reputation.

■ **NOTE** look beyond sport parents! Many YSO boards consist entirely of parents of the participants in the league. Parents who serve on the board of directors are generally committed to the league and are concerned with providing the best experience for the children. However, community members who do not have children in the league can also bring knowledge and value to the board of directors. Non-parent community members may have resources and connections in the community, knowledge on a number of topics, and more time to dedicate to the league. These non-parent community members include local businessmen and women, school personnel, parks and recreation department employees, police officers, lawyers, insurance agents, accountants, media representatives, or local college students who are interested in giving back to their communities. The best boards of directors are those made up of people with a variety of knowledge and experience.

Now go get 'em! Secure at least four people to serve on the board of directors with you. When recruiting potential board members be sure to inform them of the benefits that they will receive by serving on the board of directors and what you expect of them in terms of responsibilities. The benefits include:

- Giving back to the community.
- Making a difference in a child's life.
- Meeting and collaborating with people who share similar interests.
- Learning new skills, such as fundraising, marketing, etc.
- Having fun.

Emphasize the benefits but also make it clear that you need people on the board who will work to make the vision a reality.

Define the League

With your leadership team in place, it's time to determine the basic league structure. Here are some questions to consider when defining the basic components of the league:

- What is the gender and age of the participants?
- Will the league be restricted to participants from a particular neighborhood, city, county, etc.?
- Will the league be run by volunteers or staff?
- What season/time of year will the league run?
- Will the league be purely recreational or have a competitive focus or both?
- Are any other leagues in the area offering the same program that you want to provide? How will your league be different than those leagues?

Find Facilities

No facilities – no league! Is there a field or gym in your community available for practices and games? Identify available facilities, who operates them, which ones are open for use and who the decision maker is – who has the power to let you use the facility? Get a commitment from the people with the power as soon as possible so that you can confidently move ahead knowing that you will have facilities when you need them.

Parks & recreation agencies, schools, YMCAs, Boys & Girls Clubs, and other local organizations are potential resources for finding facilities. Does anyone on the board know the decision maker? It is important to have the right person ask.

Contact Sport Governing Body

An important source of information in starting a league is the sport's national governing body. Most youth sports have one or more national governing bodies that help to set standards and rules for that sport. They often provide other services including starter kits for new leagues, newsletters with sport-specific issues and trends, and discounted rates on league insurance. Contact the governing body of your sport to see if they can help you.

A list of several national governing bodies, their contact information, and a brief overview of their services is included in the Appendix (**A-3**, page 48).



C H A P T E R

**It's a Go!
So Let's Get Started...**

2

Checklist for Chapter 2

- *Your First Board Meeting*
- *Hold Positive Coaching Alliance Leadership Workshop*
- *Finalize a mission statement*
- *Identify Goals and Objectives*
- *Determine board positions*
- *Write policies and procedures manual*
- *Create a budget*
- *Create a fundraising plan*
- *Purchase insurance*
- *Begin the marketing and promotion of the organization*

Your First Board Meeting

You have your committed group of board members. Now it's time for the first board of directors meeting. Here is a checklist to prepare for the first meeting.

Schedule the Meeting

- Determine the date and time (ideally at least three weeks in advance).
- Find and reserve a space for the meeting. Contact schools, churches, parks and recreation agencies, and Boys' and Girls' Clubs for potential meeting rooms. If necessary, hold the meeting at your house or the home of a board member.
- Determine if a table and chairs are already available at the meeting location. Request that table and chairs be set-up, or reserve the meeting room for a period long enough to allow for set-up and cleanup.
- Consider providing childcare for the meeting. Have a friend or family member who is not a board member agree to show a film or do quiet activities with the children in another room during the meeting.
- Refreshments are always a good idea.

Create and Distribute Pre-Meeting Packets

Send each board member a packet with information to review (ideally at least a week before the meeting).

Pre-Meeting Packets should include:

- Meeting date, time, location, and directions.
- Meeting agenda. The agenda should include the topics to be discussed at the meeting and any actions needing to be taken regarding those topics. A sample board meeting agenda can be found in the Appendix (A-4, page 50).
- A first draft of the board of director's by-laws. By-laws are formal rules that a board of directors adopts to serve as its structural and operational guide. Write this first draft of the by-laws individually and then work together at the meeting to finalize and approve them. A sample of by-laws can be found in the Appendix (A-5, page 52).
- Board member contract. A board member contract is an agreement that a board member signs outlining the responsibilities and expectations of the member while serving on the board of directors. A sample board member contract can be found in the Appendix (A-6, page 54).
- A copy of the parliamentary rules of order for a board meeting. Rules of order are designed to help to bring direction and efficiency to meetings and provide an orderly process for voting and debates. Over time you will develop an accepted way of running meetings that your board will find effective. A summary of rules of order can be found in the Appendix. (A-7, page 55).

Reminder Notice

- Call or send a reminder notice to all of the board members a few days prior to the meeting. Include date, time, and location of the meeting.
- Confirm the reservation of the meeting space at the meeting location as well.



Items to Bring to the Meeting

- | | |
|-----------|----------------|
| Name-tags | Rules of order |
| Pens | By-laws |
| Paper | Refreshments |
- Copies of the agenda (*Do not assume that everyone will bring their agenda with them!*)
- Any other information that will be covered or distributed during the meeting

Set up

Arrive early to arrange the table and chairs and handle any other set up items. For groups of six to twelve people a circular table or circular meeting arrangement usually works best. For larger groups a U-shaped arrangement may be more appropriate.

Conduct the Meeting

Reward those who come on time by starting the meeting on time. Board members will appreciate your respect for their time and they will be more likely to be on time for future meetings.

Plan to give welcoming remarks at the initial board meeting. A sample can be found in the Appendix (A-8, page 56).

Now have board members introduce themselves to each other. Many board members join boards of directors in part for the social aspect. Help to create a friendly and social atmosphere right from the beginning by allowing the members to get to know one another. Give each board member two minutes to tell the group his/her name, personal and work background, reason for joining the board, and their hopes for the league.

Next, explain the Positive Coaching Alliance tool, “Appreciations and Triumphs” and show people how it works by offering the first appreciation by thanking them for becoming a board member. Appreciations and triumphs is a tool to fill what PCA calls the “Emotional Tanks” of board members. Expressing appreciation and recognizing people’s triumphs fills their Emotional Tanks – and remember psychic income goes a long way with volunteers!

Tasks for the first meeting include:

- Review the organization structure. Make sure the definition and details of the organization are clear to all board members. State the age requirements, geographic boundaries, competitive level of the league, etc.
- Discuss and approve the by-laws. Allow board members to recommend changes to the by-laws and make these corrections if everyone is in agreement. Once all corrections have been made, vote on the by-laws to make them official.
- Start a calendar for the league. Decide on league start and end dates, board meeting dates leading up to and through the season, and dates for the completion of assignments and league tasks.
- Determine and assign the tasks that need to be completed before the next meeting.
- Schedule the next two meetings – confirm the date of the next meeting, and ask people to hold the date for the one after that (it will be confirmed at the next meeting). Select dates that work for the majority of the group recognizing that it may be impossible to find a date that works for everyone. If possible, settle on a regular time for a meeting (e.g., the third Thursday of the month) so that people can protect that time from conflicts.

For additional tips on how to conduct a successful board of directors meeting, see the Appendix (A-9, page 57).

■ **NOTE** Remember the rule of thumb for voluntary organizations – 90% of the work gets done the day or so before the board meeting! So if you have an important deadline to meet, you might want to schedule a meeting just before that deadline!

Front-End Checklist

You will need to hold subsequent meetings to discuss additional topics related to starting a YSO. Many of these topics will involve substantial time and debate. Some of them may seem unnecessary or overly time consuming. However, spending the time on the front end making solid decisions and setting clear policies will reduce the amount of work and potential problems that may occur throughout the season. Spending time and being thoughtful during this phase will provide a strong framework for the league and ensure that the league is headed in a positive direction. Front-end topics include:

● **Leadership Workshop**

The board of directors has the unique opportunity to shape a YSO's culture into one that is positive and where participants enjoy themselves and learn life lessons. Positive Coaching Alliance offers an interactive workshop for youth sport leaders that provides them with tools they can use to shape their "organizational culture." Leaders explore a step-by-step "Roadmap to Excellence" that supports a sports culture that Honors the Game. Leaders get an overview of the training their coaches receive to become "Double-Goal Coaches®" (coaches who want to both win AND develop the character of their players), and they get a brief overview of the Positive Coach Mental Model, which includes principles such as Honoring the Game and Filling Athletes' Emotional Tanks. Topics such as coach recruitment, a coach job description, a coach evaluation system, parent pledges, and how to intervene when the culture begins to degrade are also covered.

Shortly after the first board meeting you will want to schedule the PCA Leadership Workshop.

To schedule workshops, contact us at 866-725-0024 (toll-free) or via email at pca@positivecoach.org.

● **Mission Statement**

A crucial topic to cover at an early board meeting is the adoption of a mission statement and league objectives. In Chapter 1, we discussed mission statements and encouraged you to develop a draft mission statement to use in recruiting board members.

A mission statement is a one or two sentence statement that describes the primary purpose or intent of the organization – the reason the organization exists. Your league's mission statement should convey the league's values and how those values will be put into action. Subsequent league policies, plans, and actions should reinforce what is stated in your mission statement. A mission statement can be very powerful; it is the reason for the organization's existence and should be the driving factor behind all league decisions. In fact it is a good idea before making any big decisions, to review the mission statement and ask whether the proposed action will further or hinder the accomplishment of the mission.

Mission statements also:

- **Communicate the core values of the league to the participants and members. The board of directors should take every opportunity (newsletters, banners, presentations to coaches and parents, etc.) to remind everyone involved with the league about the mission.**

- Help leagues deal with difficult, ambiguous situations. If a problem occurs, the board of directors can return to the mission statement for guidance on how to act.
- Hold leagues accountable. It provides a way to compare the current state of the league to the ideal goal.
- Get people excited about being a part of your organization.

For additional information on creating a mission statement for your league, see the Appendix (**A-10, A-11, A-12** – pages 58, 59 and 60, respectively).

● **Goals and Objectives**

To compliment your mission statement, you will want to create clear goals and objectives. Goals express the core values of the organization, provide direction and describe broad accomplishments or general results to be achieved within a broad time frame (e.g., within 1-5 years).

Objectives describe how each organizational goal will be met. They are your building blocks – they identify how, when, how much, and how often you will do something to achieve your goals and ultimately your mission.

Setting **S•M•A•R•T** goals and objectives helps to increase confidence. **S•M•A•R•T** means **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely. For a worksheet to aid in writing goals and objectives, see the Appendix (**A-13**, page 62).

● **Solidify Board Positions**

If you haven't already done so, it's time to solidify board member positions. When you originally recruited the board members you may have had some idea as to which role you wanted each person to take. If you haven't already established who will do which job, now is the time for that decision.

Steps in designating board positions:

- Create a clear and detailed job description of each position. For sample job descriptions, see the Appendix (**A-2**, page 46).
- Distribute all of the job descriptions to each member.
- Explain the process that will be used to assign those positions. One possible process could be to let the board members select their own positions. If more than one person wants a position, the other board members could vote. Another possible process is having board members nominate other members for positions. Again, if more than one person is nominated for a position, the board of directors can vote to make a decision. Or you may find that you want to have two people share a set of responsibilities.

Whenever possible, recruit people for specific positions on the board that they would be good at and that they will feel excited about. Board members who are excited about their positions, and are doing work that they either feel comfortable with or want to learn more about, will be willing to put more time and effort into their positions. Be open to combining tasks into one job description that don't necessarily go together if a board member is interested in doing both things. The advantage of having people work on tasks that they find meaningful, even if they don't fit neatly together, can outweigh any disadvantage of having job descriptions that seem disjointed.

In any event you probably will want to speak to each member before the meeting about the position they are interested in filling so the filling of positions can take place in an efficient manner at the board meeting.

● **Policies and Procedures – lay the foundation of your Culture.**

As you make decisions and develop procedures for your organization, keep a record of them. A simple way to do this is to keep a three-ring binder divided into different sections (Officials, Facility Reservations, Team-Balancing, etc.). Whenever a document is produced that describes how these crucial tasks are done, put it in the binder.

Minutes should also be kept in this binder for easy reference should there be confusion about previous decisions.

Having a Policies and Procedures Binder will save a lot of work for future boards and keep them from having to “reinvent the wheel.” It can also serve as a briefing book for new members as they join the board.

Topics to include:

MISSION STATEMENT

Include your mission statement, so it remains as the foundation of all other policies and procedures.

ORGANIZATION STRUCTURE

This topic includes:

- **Definitions.** Include the geographic area, gender, and age of participants.
- **What, if any divisions, will you have in your YSO? If you plan to have more than one division, detail the criteria for each division. Most leagues create divisions by age. If you are part of a national organization, age divisions may be mandated by the national governing body.**
- **Are there any exceptions to these divisions? Some parents feel that their children are too advanced for their own age division or not advanced enough. Will you allow exceptions to the age divisions?**
- **Will all of the divisions in your league keep score? When making this decision, keep in mind the values your league listed in your mission statement.**
- **Will your league have championships or all-stars following the regular season? You may decide to have championships only for certain divisions. Again, remember the overall mission of your league.**

MINIMUM PLAYING TIME

This is a big one! Although you would hope all coaches would play their players equally, the win-at-all-cost mentality is so powerful in this society that you should not assume that coaches will do this. Kids drop out of sports when they sit on the bench, so unless there is a compelling reason not to, create a policy that explicitly requires every child to play a significant portion of every game.

Minimum playing time policies vary, but many leagues require all participants to play half the game, or require each player to sit out of the game for a certain amount of time before another player can sit out twice. When creating this policy, remember the mission of your league and the overall purpose you are trying to reach. If some of the participants only rarely

have the opportunity to play, will your mission be achieved for the entire league, or just some of the players?

REMEMBER: Kids quit sports when they don't get to play! In the US, 70% of all youth drop out of organized sports by age 13.

COACHING PROGRAM

1 Set Behavioral Expectations

One of the most important pieces in establishing a strong Positive Coaching culture is to provide coaches with a clear job description of what is expected of them. We would never expect teachers to start work without a job description, and we need to treat coaches the same way. It gives coaches a clear understanding of what is expected of them in behavioral terms. Have each coach read and sign a copy of the *Double-Goal Coach Job Description (A-14, page 63)*.

Have every parent read, initial and sign a copy of the PCA *Parent Pledge (A-15, page 64)*. This is an important step in bringing the parents into the YSO's culture.

2 Education

Double-Goal Coach Workshop

The Double-Goal Coach Job Description gives coaches a clear understanding of what is expected of them in behavioral terms. But don't just leave them hanging out there – you need to provide training in how to do what you want them to do. PCA's Double-Goal Coach Workshop provides coaches of all sports with tools that will help them succeed as Double-Goal Coaches.

To schedule workshops, contact us at 866-725-0024 (toll-free) or via email at pca@positivecoach.org.

Sport Parent Workshop

PCA encourages parents to focus on the second goal of a Double-Goal Coach (helping children process their sports experience so they will take away lessons that will help them be successful in life). PCA offers an interactive Sports Parent workshop to educate parents about the important role they play as a parent. Parents will learn tools PCA has created for them to use before, during, and after games and practices with their children and their children's coaches.

To schedule workshops, contact us at 866-725-0024 (toll-free) or via email at pca@positivecoach.org.

3 Evaluate

Coach Evaluation Forms and Instructions

Because people tend to do what gets measured, evaluation is one of the most powerful tools you have available to you. The Coach Evaluation Questionnaires for parents and athletes serve as companion tools to the Double-Goal Coach Job Description. Once you've set behavioral expectations and offered training to your coaches, it's important to find out how they are doing. The questionnaires allow you to survey the players and parents in order to give coaches feedback on how they did at implementing the Positive Coaching principles during the season.

See the Appendix (A-17, A-18, A-19 – page 67, 68, 69 respectively) for instructions and forms on how to conduct the evaluation.

4 Reward

People in an organization tend to do more of what that organization rewards. What will your league reward? Participation? Winning? Placement? All Stars? What policy is consistent with your mission?

Recognize coaches who exemplify Positive Coaching and you'll get more coaches acting like the coaches who are recognized. Consider starting your own Double-Goal Coach award to recognize the coaches who do a great job of building character, who develop a group of weaker players, etc.

By asking parents, players, officials and coaches to nominate coaches for this award you are also reinforcing a Positive Coaching culture in your organization.

See the Appendix (A-20, page 70) for more information on Double-Goal Coach award program.

5 Intervene

To create a Positive Coaching culture in which everyone (coaches, parents, players officials and spectators) Honors the Game, it will sometimes be necessary to intervene when people misbehave. This document gives advice about how to intervene in a way that will make things better rather than escalate a bad situation.

See the Appendix (A-16, page 65) for information on How to Intervene.

Below are the remaining topics for the Policy and Procedures Manual.

CHILD ABUSE

- Write and adopt a statement about what your organization is committed to doing to provide a safe environment free from any actions of physical, verbal, or sexual abuse. See Appendix for a sample statement (A-21, page 71).
- What steps will your league taking to prevent child abuse? Some steps might include: provide all volunteers with the definitions of abuse; prohibit an adult coach or volunteer from being alone with a single athlete; require criminal record checks of all coaches. Check with the local police to see if they would be willing to conduct background checks for you at no or a reduced cost.
- What is the procedure if an allegation of abuse arises? State that all allegations of physical and sexual abuse will be immediately reported to the authorities. For verbal abuse, you may choose to have a procedure with certain consequences per offense. For example, on the first offense the offender is warned and then on the second offense the offender is banned from all league activities for the year.

DRUG AND ALCOHOL

- Write and adopt a statement against use of alcohol or illegal drugs by any adults or children in your organization. Depending on the age of your participants, this policy may refer to both volunteers and participants. State that the use of illegal drugs, alcohol, and possibly tobacco products will not be tolerated at any league activities.

- What are the consequences for a person found to be in violation of this policy? State the procedure for verifying this use of drugs and alcohol and the actions that will be taken in this situation.

See *Appendix for a sample statement (A-22, page 72)*.

INSURANCE

What is the minimum insurance that your league will be required to have at all times?

See *the Resource List for information on Insurance, page 102*.

SAFETY

- Write and adopt a statement on safety. State that your league strives to provide a safe environment for all participants and volunteers.
- What are the steps your league will take to ensure that the environment is safe? Some possible measures are:
 - Require all coaches to complete a first aid and CPR course.
 - Require a first aid kit and participant emergency forms to be present at all practices and games. Budget to pay for a first aid kit for each head coach. For details on what should be in a first aid kit, see the Appendix (A-23, page 73).
 - Require coaches to inspect the facilities for safety issues before each practice and game.
 - Create equipment safety standards and specify how they will be enforced. *(Will participants be required to wear mouthguards or shinguards? Are there certain requirements on the brand or type of equipment? Who will enforce these standards – the coaches, other volunteers, etc.? Will you use age appropriate equipment – for example, a softer ball for very young children? To find more information on recommended equipment for your sport check with the national governing body).*
 - Restrict play under certain playing conditions, e.g. thunderstorms.
- What procedure will all volunteers follow in the case of an emergency or accident? See the Appendix for a sample emergency plan (A-24, page 74).
- What happens after an accident or injury? After an accident or injury occurs, who is required to fill out an injury report? For a sample injury/incident report, see the Appendix (A-25, page 75).

FACILITY USE/MAINTENANCE

Are there any restrictions regarding facility use? For instance, days of the week or times that the facility cannot be used. Are there any requirements for facility maintenance? Do coaches need to line the field before the game or prepare the facility in some other way?

EQUIPMENT/UNIFORMS

Are there any restrictions on the way that uniforms/equipment can be worn? For example, if your organization wants all of the players to tuck their uniforms in or wear chin straps on batting helmets, include that information here.

PRACTICE/GAME RESTRICTIONS

Is it okay for teams in your league to practice on Sundays, holidays, or at night? Do you want to limit the amount of time any team may practice during a week? If so, you do not need to include this section in your manual. However, if you feel it is important to restrict the days or times that teams are allowed to meet, make those dates and times clear.

TRANSPORTATION

Will your league provide any transportation to participants? Will coaches or other volunteers be driving players to games or running errands for the league? If so, are they covered by your insurance policy?

PAYMENTS

- What fees will participants be required to pay? Fees for registration? Uniform costs?
- When in the season will those fees be due? The fees may be due at the time of registration or in installments throughout the season.
- If your league plans to offer scholarships for those participants who cannot afford the fee, how does a participant apply for the scholarship and what requirements does he/she have to meet?
- One option is to use an existing standard for scholarships. Schools offer free or reduced-price lunches to students whose families' incomes are at a level about twice that of the federal poverty standard. For further information go to http://www.cfpa.net/School_Food/Lunch/national_school_lunch_program.htm
- What about refunds? When a participant is not able to complete the season for any reason, you will need a policy on whether that participant can have a refund on any fees he or she paid. Many leagues simply return the entire amount to eliminate hassle, whereas others deduct the cost of used uniforms and equipment from the fees before giving a refund.

● **Budget**

Now that you know how your league is going to operate, it's time to find out how much it is going to cost for that operation. The league treasurer, along with input from the rest of the board of directors, will need to create a budget that includes all of the items necessary to operate your league.

Some sample budget expenditures are:

- | | |
|---|---------------------------------|
| Positive Coaching Alliance Training and tools | Equipment and Equipment Storage |
| National Governing Body membership | Uniforms |
| Insurance | First aid kits |
| Facility rental/expenses | Coach skills training |
| Coach CPR and First Aid training | Officials (If not volunteers) |
| Clinics | Awards |
| Promotional Materials (Paper, copies, banners, etc.) | |
| Fundraising expenses (Creating programs or merchandise, snack shack items) | |
| Registration materials (Paper, copies, postage, etc.) | |
| Opening day ceremony (Refreshments, other celebratory items) | |
| Transportation/Travel (League vans, travel to national governing body meetings) | |

Beverages/Refreshments (For board meetings, orientations)

Telephone

For more information on sport specific expenses, check with the national governing body of your sport.

For a sample budget see the Appendix (A-26, page 76). (Complete the revenue portion of the budget once you have reviewed the following section on fundraising).

Fundraising Plan

If your fees will not cover all the necessary costs, how are you going to afford all the expenses you just listed on your budget? Fundraising!

There are numerous ways for leagues to fundraise, but it's important to not feel guilty about fundraising or asking for sponsorships and donations. No money, no league. You may not need to start fundraising immediately, but you will want to assign an individual or a committee to come up with a clear and detailed plan about how and when the money will be raised.

Fundraising ideas include:

- **Sponsorships.** Many businesses will agree to provide a certain amount of money to a team or league in return for promotion of their business. Some leagues put the name of the sponsor on the back of the team uniforms and others put banners on field fences or advertising on the league website. Recognize sponsors by sending them thank-you letters, inviting them to opening day where their support should be announced, or giving them a team picture or plaque that they can display in their place of business.
- **Programs.** Another form of a sponsorship is advertising in a league program. League program includes information about the league, such as the mission statement, team rosters, and a league schedule. Businesses are given an opportunity to buy advertising space in the programs. The programs can be distributed to all players or parents in the league.
- **Garage Sales.** A league-wide garage sale requires organization, but it can raise funds and also be a team-building activity for board members and volunteers. Find a central and busy location and spread the word about the sale to the organization and the larger community.
- **Car Wash.** Ask a local business to supply the space and water for your league's car wash. Sell tickets in advance, as well as on the day of the car wash. The more tickets you sell in advance, the less you have to worry about the number of cars that show up on the actual day.
- **Food Sales.** Food sales work best when combined with other events. Some leagues have food sale booths at community events or fairs. Many leagues also sell food and beverages at a "snack shack" during games. Some leagues require each parent to work the food sales at least once throughout the season. Consider serving healthy food (e.g., small bags of washed carrots) rather than "junk food" that contributes to obesity in children and adults. NOTE: Snack shack operations can require a huge amount of volunteer time and energy relative to the profit realized.
- **Raffle.** Solicit donations for local businesses or parents for raffle items. Then sell raffle tickets throughout the community. Hold the drawing of the raffle tickets at the post-season awards ceremony or other memorable day during the season.
- **Candy, Magazines, and other Gifts.** Numerous companies offer assistance with fundraising. These companies make it easy for leagues to sell candy, magazines, or other gifts, but they also take some of the profit from the sales. For contact information on companies that provide these services see the resource list (page 102).

● Insurance

Insurance is an absolute necessity for any youth sports league. Insurance is necessary to cover the safety and liability of the participants, coaches, officials, board of directors and anyone else involved with the organization. Insurance can sometimes be required to use field or gym space. The most common insurance purchased by a league is general liability and accident insurance.

General liability insurance covers most claims relating to the bodily injury or property damage of a spectator or participant due to an act of negligence by the league. The claims not covered by general liability insurance generally include vehicle use, sexual misconduct, and other types of harm. These claims may need to be covered by another type of insurance. General liability insurance is designed to cover the different expenses that come with a lawsuit (even if the claim is not true), including an attorney for the defense of a claim or the cost of a settlement or adverse verdict. The people covered under this insurance should be the league itself, its board of directors, and any other volunteers or employees.

Accident insurance helps to pay the medical bills of participants or volunteers who are injured while involved with the activities of your league. If the injured person's medical bills are not taken care of, that person will be more likely to seek damages from your league and those involved.

Other types of insurance you may want to purchase are Directors and Officers Liability, Equipment Insurance, Workers Compensation, Business Auto, and Crime Insurance.

Your league may not need to go purchase insurance on its own. If you have joined a national governing body, that organization may have a connection to insurance. Even if the national governing body does not have an insurance provider, it will often give your league certain standards and descriptions your league can use for purchasing insurance. Also, if you are working with a city parks and recreation department or a Boys and Girls Club, you may be able to get coverage through them.

If you must purchase insurance on your own, look for a sports insurance specialist with the knowledge and experience in the specific types of insurance you need. In addition, pay close attention to the additional charges that may be added on for coverage to volunteers or for non-sport activities.

For more information on buying insurance, see the resource list (page 102).

● Marketing/Promotion

Getting the word out about your league and its mission is critical to the success of your league. If people in the community don't know who you are, they can't volunteer to coach, sign their children up to play for the league, or sponsor a team. The marketing and promotion of your league begins in the off-season and continues throughout the season. Assign an individual or committee to create a plan outlining when and how you will market and promote your league. If you decide to market in a way that requires money, don't forget to include these costs in your budget.

Marketing and promotion ideas include:

- Hang flyers describing registration or other league events at local businesses, sporting good stores, schools, and community buildings. Post flyers in multiple languages when appropriate.

For a sample poster, see the Appendix (A-27, page 78).

- Create a league website. If you do not have the resources to create an entire website just for your league, try including your league's information on a community website. Or, if you have joined a national governing body, you may also be able to include your league's information on their website.

For information on companies that help leagues in creating websites, see the resource list (page 102).

- Hand out flyers at schools, youth sporting events, or other youth or community activities in the area. See if your league's flyer can be included in the weekly or monthly packets that are sent out to the children at schools.
- Send press releases to local weekly papers. Establish a relationship with someone working for the paper. Contact them directly when it's time to send public service announcements or stories about your league.

For an example of a press release see the Appendix (A-28, page 79).

- Inquire about making an announcement or providing a demonstration or scrimmage during a break of a college, amateur, or professional sporting event. Distribute flyers to the event attendants. If your league's sport is uncommon, see if you can have a few local children who know the sport demonstrate it during a break in the game.
- Have an exhibition/play day of your league. Invite potential league participants and their parents to come to an event to play the sport together. Provide these players and parents with equipment, refreshments, and information about your league.
- See if the national governing body has any flyers or promotional materials that are specific to your sport.



C H A P T E R

3

Off-Season Activities

Checklist for Chapter 3

- *Schedule workshops*
- *Create a detailed league calendar*
- *Create registration and team selection procedures*
- *Create detailed plan for the recruitment of volunteers*
- *Find officials*
- *Begin league promotion*
- *Finalize use of facilities*
- *Order league equipment*
- *Solicit sponsors*

● Schedule Positive Coaching workshops

You've emphasized the importance of coach and parent education as part of your culture. It's time to schedule the Double-Goal Coach and the Sport Parent workshops. We have found that when all the adults in an organization are on the same page – embracing the same goals and using the same vocabulary, the athletes have a great experience. PCA is available to work with your organization any day of the week, any time of the day, and can give you help in promoting the workshops to get good attendance

To schedule workshops, contact us at 866-725-0024 (toll-free) or via email at pca@positivecoach.org.

● Create a detailed league calendar

The start of the season is just around the corner. It is time to create a detailed calendar listing the most important events. Include registration dates, opening day, last day of the season, and any other events, including fundraisers and Positive Coaching Alliance workshop.

Keep in mind any holidays, school vacations, or other factors that might change the length and dates of the season.

See the Appendix for a sample calendar (A-29, page 80).

● Create Registration Procedures

The first experience many athletes and parents will have with your organization is at registration; therefore it's important to develop a procedure that works for the organization while making it as painless and efficient as possible for parents and athletes.

This means you need a detailed registration procedure. If you do not have a registrar, have a board member or committee take the lead in planning and executing registration.

Here are some decisions to make about registration:

- Will registration take place at a physical location, be done through mail, on-line or a combination of these?
- Where will registration take place? Or what mailing address will be used?
- When and how will registration forms and information be distributed and collected?
- When and how will registration fees be collected?
- What is the maximum number of participants the league can handle? What if more than the maximum register?
- Will participants who register late still be able to participate in the league? What about participants who want to register after team selection has already taken place?
- Will you honor requests from parents for athletes to be on a team with friends?
To have a particular coach?

Questions will always come up that you hadn't anticipated. By figuring out the answers to as many questions as you can ahead of time, you will minimize the stress during the registration process.

Although the actual registration of participants will not take place until the pre-season, it is important to develop a detailed registration plan ahead of time.

A sample registration timeline can be found in the Appendix (A-30, page 81).

It is also time to prepare participant registration forms. These forms include a player registration form, a release of liability form, and an emergency information form. In addition, you may want to create a parent letter for each registered participants.

Sample registration forms and a parent letter can be found in the Appendix (A-31 on page 82, A-32 on page 83).

● **Create Team Selection Procedures**

A key element to any YSO's success is the team selection process. Without a clear team selection process, coaches and parents may feel that they, or their child, did not receive the same opportunities and/or benefits as others in the league. In addition, unbalanced teams lead to "blow out" games, which reduce enjoyment for players and parents. Time spent balancing teams – and it does take time – is time well spent.

A board member or a committee should be charged with developing a team selection procedure that will result in competitively balanced teams. Pick someone to organize this process who recognizes the importance of balanced teams and who is committed to making it happen.

● **Create Detailed Plan for the Recruitment of Volunteers**

A successful league needs a plan for recruiting and managing volunteers. Volunteers include coaches, team parents, culture keepers, and possibly officials.

Here are some steps your league may want to consider:

- Create a job description for each volunteer position. See the Appendix for a sample (A-33, page 85).
- Create an application for all positions. See the Appendix for a sample (A-34, page 86).
- Have job descriptions completed by registration so you can recruit parents as they sign up their children.
- Brainstorm a list detailing how you will publicize the positions. Consider using the same techniques used when looking for board members. Parents, college students, and former coaches with older children are often the most likely candidates to volunteer. Many leagues include a portion on the participant registration form asking family members if they would be willing to coach, or be a scorekeeper or official. You may also want to check with the Kinesiology, Physical Education, or Recreation departments at local colleges; these students often get school credit for coaching youth sports. College students who played sports in high school, but do not play in college, may also want to get back involved in sports by coaching.

Other potential candidates include local adult athletes, coaches of other sports, and faculty at local schools. Adults who play in local sport leagues obviously have an interest in sports, but may have never become involved in youth sports. Coaches of other sports have an interest in sports and coaching that they may be willing to share during their off-season. Faculty at local schools already know many of the league participants and may be interested in becoming involved in other youth activities.

- Determine who will verify the information listed on the application and when this verification will take place. Will you verify all of the information and references on the application? If one part of the application is false, will that person be immediately eliminated?



- Find a company or service that provides background checks. Find out how long it takes to receive the information from the background check and try to schedule an appointment. For more information about background checks and a list of companies that perform background checks, see the Resource List.
- Determine how and when volunteers will be trained. In addition to Positive Coaching Alliance workshops will coaches and other volunteers receive any other training, including sport specific training or First Aid training?

● **Find Officials**

If using volunteer officials, use the same process for finding officials as finding coaches and other volunteers. However, if the officials for your league will not be volunteers, then you will need to start finding officials now. Here are some questions to consider regarding officials:

- Does the league have money to hire officials? If not, you may want to start creating a plan to recruit volunteer officials just as you did with volunteer coaches. If your organization can afford officials, check with the national governing body – they can put you in touch with certified officials.
- Will you provide training for officials?
- Check with other nearby leagues or high schools to see how they get their officials. Often, there is a local organization that provides officials for youth sport organizations.

● **Begin league promotion**

Time to put the marketing and promotion plan into action. Start turning all those ideas on how to market and promote your league to the community into a reality. With player registration and coach recruitment right around the corner, you'll want to make the organization's name known in the community. Distribute flyers, send out public service announcements and other promotional items, at least two months before registration begins and continue throughout the season.

● **Finalize facilities**

Now is the time to finalize use of facilities for the upcoming season. Get back in contact with the person who operates the facilities and find out if you need to sign a contract or any other type of agreement. Check to see if there are any restrictions on the use of the facilities, such as certain days or times. Although you may not have exact dates for all of your league's practices and games yet, you do know the start and end of the season and you can schedule your practices and games around any restrictions. Verify the dates and times your league can use the facility and discuss any other issues or questions.

● **Order league equipment**

Time to order the basic equipment necessary for playing. In addition to equipment, you will also want to order league banners or signs that will be displayed on Opening Day and at other league events. Since you may not know the number of players in your league yet, you do not have to order specific equipment for each team, such as bats and balls. However, the items that you will need regardless of the number of players in the league should be ordered now.

Visual reminders are important for keeping a Positive Coaching culture alive.

For more information on PCA banners call Positive Coaching Alliance toll-free at 1-866-725-0024.

● **Solicit sponsors**

Did you include sponsors as part of the fundraising plan you created in Chapter 2? If you did, now is the time to start soliciting those sponsors.

See the Appendix for more information on how to approach a sponsor (A-35, page 88).

Where do you find potential sponsors? You may find them by looking in local newspapers or business journals, asking friends and people involved with the league, or simply visiting businesses in the community. Any business in the community is a potential sponsor. The most likely sponsors are those that have a connection to the league, such as the business of a relative of a participant, or those that serve many of the participants, like a local pizza parlor.



C H A P T E R

4

Pre-Season

Checklist for Chapter 4

- *Conduct registration*
- *Recruit and train coaches*
- *Order team equipment and uniforms*
- *Prepare league schedules*
- *Select teams*
- *Recruit parents as Culture Keepers*
- *Continue promotion*
- *Begin fundraising*

The opening day of the season is just about here. It's time to put your plans and procedures into action.

● Conduct registration

Be sure to focus on promoting registration in the weeks before registration occurs. Check with local schools to see if you can have a flyer sent home with every child. Many local papers have community calendars or other sections of the paper in which community groups can publicize meetings. Check with the city to see if you can post signs at busy intersections throughout the community.

For more information on how to conduct an in-person registration, see the Appendix (A-36, page 89).

● Recruit and Train Coaches

Once player registration is complete and you've determined the number of teams in the league you will need to ensure you have enough coaches. Implement the recruitment plan (see Appendix A-37, page 90).

Once you have a pool of potential coaches, schedule one or more coach orientation meetings. Develop an agenda for the meeting that includes explaining your league philosophy, expectations of coaches, covering logistics (such as when the season begins, where games will be held, etc.), informing them about the date(s) for coaches' training, and answering questions.

Make sure to hand out the Double-Goal Coach's Job Description (Appendix A-14, page 63) and discuss it at this meeting. Also inform them of dates for coaches' training and whether attendance at training is mandatory (which we recommend).

Perhaps the most important single action you can take to create a Positive Coaching culture is to ensure a high turnout at the PCA workshops you offer. We recommend requiring attendance at a workshop for all coaches. But whether you mandate it or not, you will want to market the workshops to get maximum attendance.

One key to getting high attendance at the Coaches and Parents workshops is to communicate frequently, in a compelling fashion, and well in advance (ideally 4-6 weeks) of the workshop dates.

To assist you in this endeavor see the "Checklist for Maximizing Attendance" in the Appendix (A-38, page 91).

You may want to arrange for training in sport-specific skills and/or First Aid as well. Many national governing bodies or other local organizations can provide this training for coaches. A local high school coach may be willing to provide a skills training at low or no cost. If you are not able to offer sport-specific skills training, be sure to provide the rules of the sport and coaching resources including handouts, books or Internet websites.

To create a positive culture, it's also important to get the parents on the same page. Parents should get special communications letting them know that this league has made a commitment to creating a Positive Coaching culture (see Parent Letter in Appendix (A-32, page 83) which explains the three principles of Positive Coaching and gives parents ways they can support coaches to help create a positive culture on their children's team). Work to maximize attendance at the Sport Parent Workshop using the same techniques you do for the coaches.

● **Order team equipment and uniforms**

Now you know the actual number of participants. It's time to order the team equipment for your league, like bats, balls, etc. Depending on the style of uniform you choose, you may also want to purchase uniforms at this time. If your league is looking for easy and inexpensive uniforms, you may want to purchase reversible colored shirts for each team in a variety of sizes. That style of uniform may be purchased now. However, if you want to get uniforms that fit the individual sizes of the players on each team, you will need to wait until team selections have been made to purchase uniforms. The equipment manager or another board member takes the lead on this task. Contact local youth sport equipment retailers to inquire about overstocked equipment they might be willing to offer to your league as a type of sponsorship.

Other resources for equipment can be found in the Resource List (page 102).

● **Prepare league schedules**

Add the practices and games of each team to the league calendar you created earlier. Create a schedule for game officials to inform them of the games they will be officiating. Send copies of the final schedule to league volunteers including snack shack workers or those helping with special events.

Sample league schedules can be found in the Appendix (A-39, page 92).

● **Select teams**

Finally it's time to place players on teams. Use the team selection procedure created during the off-season to evaluate and distribute the players.

Encourage every coach to hold a Parent Meeting to set expectations before the season starts. Consider making it mandatory for each coach to have this meeting. This team meeting may be held before or after a practice to make it more convenient for the parents. It may also be held on a separate day or night and include the players on the team so that they can get to know each better. A parent's meeting is important because it allows the coach to explain his/her philosophy and tell the parents his/her expectations of them. It also gives the parents an opportunity to meet the coach and ask questions before problems arise during the season. The emphasis of the meeting should be on how parents can help the coach create a team culture that will help the players have the very best experience possible. You can help make this happen by reserving space for parent meetings at a local community center and by having coaches sign up for a time slot.

See the Appendix for a sample Parent meeting agenda and meeting notes (A-40, page 93).

It is also a good idea to have parents make a commitment to behave the way you would like them to behave by signing the PCA Parent Pledge (*see Appendix A-15, page 64*), ideally as a requirement of registering their child to participate in your organization.

● **Recruit Parents as “Culture Keepers”**

Coaches are the frontline in establishing a Positive Coaching culture in which Honoring the Game is paramount. However, coaches can use help because the bulk of their attention needs to be focused on their athletes, rather than what is going on with parents and fans on the sidelines.

If you want parents to Honor the Game, they may need reminders on the sidelines during games. Many teams have “team parents” who coordinate after-game snacks, help the coach make phone

calls when practice time needs to be changed, etc. We suggest you also recruit at least one parent from each team to serve as “Culture Keeper.” This can be delegated to the coach, or you can ask for parent volunteers to sign up at registration to make sure that you get at least one for each team.

Culture Keepers get to know other parents on their child’s team and with them reinforce the principles of Honoring the Game. The ideal parent to be a Culture Keeper is someone who is outgoing, friendly and non-threatening. Select Culture Keepers who get along easily with other parents and can gently remind other parents to calm down and Honor the Game without raising ire.

See the Appendix for suggestions on what to do when someone dishonors the game. See Appendix A-41, page 95, for job description for Culture Keepers.

● **Continue promotion**

Continue to follow your marketing and promotion plan to promote your league to the community and potential sponsors.

● **Begin fundraising**

Now is the time when most of the fundraising for the league will begin. You may have a special event, ask players to sell some item, or do another type of event.

Some tips for successful fundraising events:

- **Let players and parents know what is expected of them.** If each player in the league is expected to sell a minimum amount of product or work a certain number of hours at the car wash, communicate this expectation to the players and parents clearly. Some leagues allow parents and players to opt out of fund-raising if they pay an extra fee at registration. You should decide if you want to allow this option.
- **Get volunteers early.** Have volunteers sign-up to do a specific duty for a specific fundraiser at the beginning of the season, so that they are committed.
- **Get donations.** Before buying soap for a car wash or food for a fundraising dinner, try asking supermarkets, restaurants, businesses, league participants, and any other possible resources if they can offer any connections, discounts, or donations. Asking for the donation is sometimes the hardest part of getting it.
- **Promote.** Market, publicize, and promote all of your fundraisers as much as possible. Involving the community in your fundraisers helps to bring more money to the league and makes community members feel more connected to the league.

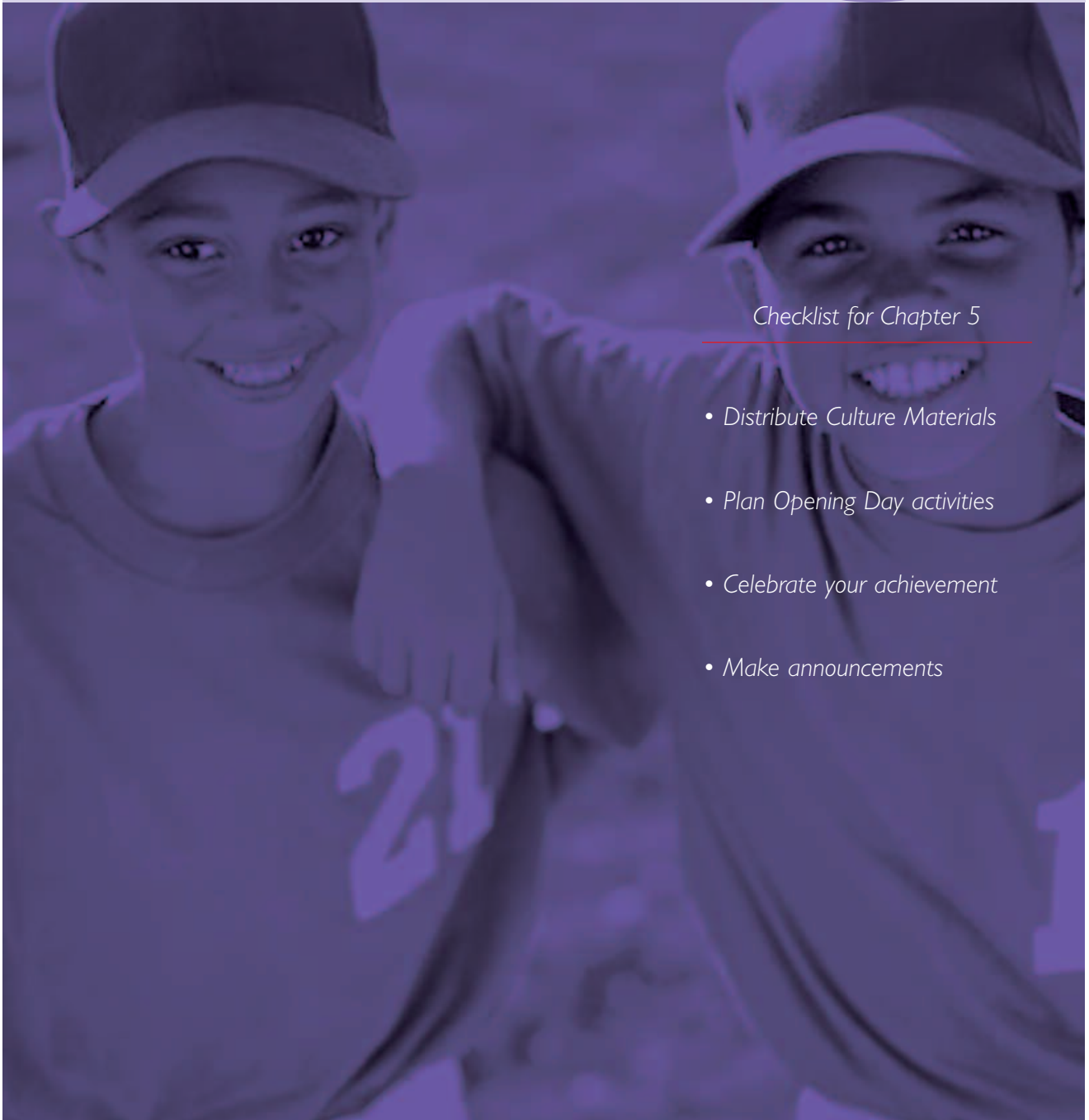
C H A P T E R

5

Opening Day

Checklist for Chapter 5

- *Distribute Culture Materials*
- *Plan Opening Day activities*
- *Celebrate your achievement*
- *Make announcements*



Opening Day is a great time to set the tone for the season. Opening Day activities demonstrate to participants what the league stands for and what the board expects from parents and players.

Distribute Culture Materials

Distribute Positive Coaching Alliance materials to the parents and participants on Opening Day. These materials will set a positive tone for the rest of the season and they remind parents of the goals and mission of your league. Materials include:

“Honor the Game” Cards, Buttons and Stickers (see Appendix page 104 for PCA product order form)

The 3.5" by 8.5" cards are ideal for handing out to parents and fans while games are in progress. One side outlines what it means to Honor the Game, while the other side gives parents tips for specific things they can do before, during, and after games to help their children perform at their best and contribute to a positive youth sports environment. The cards also fit conveniently into a standard mailing envelope perfect for preseason mailings!

“Honor the Game” buttons (also available as stickers so they are safe for players competing) are perfect for handing out to coaches, parents, and fans in your league. Having people wear these buttons at games reminds them that Honoring the Game is the first priority. They are easy to hand to fans who are disrespectful of officials, to provide a reminder about what is most important in youth sports.

We encourage you to have board members present and “armed” with Honoring the Game cards and buttons at early-season games and again at “high-risk games” (games where the stakes seem to be high, such as playoff games). You can expect parents and coaches to be more volatile in these situations and so be prepared. Have your organization leaders visible and prepared with hand-out material. YSO leaders have found that use of Honor the Game cards, button and stickers greatly reduce the amount of sideline confrontations they see during the season.

PCA Positive Parent Pops (see Appendix page 104 for PCA product order form)

Positive Parent Pops are a fun way to reinforce the message that you want everyone involved in your organization to Honor the Game. Positive Parent Pops can be purchased in bulk from PCA and given to parents and fans at Honor the Game Day events or can be regularly sold at games and events at snack shops.

Plan Opening Day Activities

In addition to distributing PCA materials, you may want to plan other activities for Opening Day. Some of these activities include:

- **Honor the Game Day.** Honor the Game Day is a terrific activity for early in the season, ideally on the first weekend of games. It was developed by Bob Poser and Scotts Valley San Lorenzo Valley Soccer in response to the “Silent Saturdays” in which parent were told they couldn’t talk at their children’s games. Honor the Game Day is designed to help parents become positive Emotional Tank-fillers rather than silent spectators.

What does a Honor the Game Day look like? At the beginning of each game the two teams come together and each head coach reads a prepared statement

about Honoring the Game. All players get an Honor the Game sticker to put on their uniform. Players also get HTG cards and buttons, and fan out along the sidelines to make sure every adult watching gets a card and puts on a button. Once all the cards and buttons are distributed, the game begins. (*Note:* Positive Parent Pops can also be incorporated into Honor the Game Days – see page 32.)

See Appendix **A-42**, page 96, for a sample Opening Day script.

- **Team and individual pictures.** Many leagues have team pictures on Opening Day in the morning before any games begin. Schedule a local photographer for opening day. Distribute the photograph information before the day of the pictures.
- **Opening Ceremony.** Before games begin, you may also wish to have a ceremony introducing the key leaders in the league and announcing the official start to the season. Decorations, food, and fun activities can be included to make this ceremony and first day even more memorable.

Celebrate Your Achievement

Creating and planning a new league is a huge achievement. Celebrate your success by making opening day an event. Invite the media, the mayor, city council members, and any other community leaders to take part in this special day. Have healthy refreshments (ideally low in sugar and fat content to symbolize the commitment of your organization to developing healthy kids) and allow some time for everyone to celebrate the beginning of this new league.

Announcements

Opening Day is your best opportunity to speak to the majority of the parents and participants in the league. Most parents and players attend the Opening Day activities and games. Use this time to make announcements about the league and give appreciation to all those who helped in the creation of the league. *See the Appendix for a sample announcement script (A-42, page 96).*

Announce Double-Goal Coach Award. People in an organization tend to do more of what that organization rewards. Hand out nomination forms and ask parents, players, officials and coaches to keep this award in mind so they can nominate a deserving coach for this award. Let them know you will solicit nominations beginning in mid-season.

C H A P T E R

6

Mid-Season

Checklist for Chapter 6

- Reinforce Positive Coaching Culture
- Hold Coaches Roundtable
- Annual Coach Evaluation Process
- Solicit Award Nominations
- Contact Award Suppliers

By this time things are rolling. Games are being played and a lot of things take care of themselves. However this is an important time in terms of reinforcing the Positive Coaching culture that you have set in place earlier.

Reinforce Positive Coaching Culture

It is typical that people will begin to behave badly midway through a season. Some teams will have lost more games than they have won. Feelings will be ruffled. Officials' calls will grate on the coaches and parents of the team they go against. For whatever reason, it often happens that after a few weeks of competition, there is a tendency for coaches and parents to lose their cool and act in ways that are contrary to the spirit of Honoring the Game you have worked so hard to establish as part of your organization.

So look for an opportunity to reinforce the Positive Coaching culture with your coaches, parents and even athletes. One way is to distribute a letter (via e-mail or by giving enough copies for each family to every coach) highlighting some positives and some negatives that you've seen in competition.

For example, if things got a little heated, perhaps between a coach and an official in last week's games, mention that in your letter. Remind people that it is important that every adult act as a role model for your athletes at every moment. Give them an example of how you and the Board expect them to behave (e.g., "As difficult as it is to do, when an official makes a questionable call that goes against your team, we expect you to Honor the Game and remain silent.")

You might also recognize some coaches who behaved well in a trying situation. (e.g., "Last week after a hard fought game that came down to a last-second play, Coach Bill Lunbeck and Coach Victor Jones both showed the kind of class we want to see. They not only shook hands with each other and had their players shake hands, they also each went over to the officials and shook their hands and thanked them for officiating the game. That's the kind of Honoring-the-Game spirit we like to see. Thank you Coach Lunbeck and Coach Jones.")

If a lot of penalties (yellow or red cards in soccer; technical fouls in basketball, personal fouls in football, a coach ejected from the game, etc.) were administered, mention that. (e.g., "We had an incident in one game where a coach/parent got so upset with a call that he had to be ejected from the gym. This is not the behavior we need to see from the adults in our organization. I hope we don't have to ever eject a parent from a game again, but we will if he or she behaves in a way that dishonors the game.")

Social Learning Theory says that people learn how to behave in organizations by seeing how other people behave and what happens to them. By letting your coaches and parents know that the leaders of your organization are watching their behavior; and that there are consequences for misbehavior and recognition for good behavior; you can use Social Learning Theory to reinforce your Positive Coaching culture.

Hold Coaches Roundtable

Midway through the season provides a great opportunity to get coaches together to hear from them and to communicate with them about the kind of behavior you want to see from them. Hold a meeting for all coaches and encourage them to attend so they can tell you how things are going and share ideas for making the organization better. Also advertise the fact that there will be food at the meeting!

The meeting can be divided into three parts.

- a)** Begin the meeting by reviewing the importance of Honoring the Game. You can either cite some examples of Honoring-the-Game behavior you've seen by individual coaches or ask the group if they have seen any examples of other coaches Honoring the Game.

- b)** Ask coaches for two kinds of comments: things that are going well that they want to see continue, and things that they'd like to see change to make the organization even better. Avoid becoming defensive at the negative comments. Use a board or flip chart to record all of the comments. You can handle comments in several ways. You can turn it back to the group ("How do the rest of you feel about this idea?"). You can agree to the change that is being suggested ("That's a great idea. We'll start doing that right away."). You can defer action ("I'm not sure that is something we can do, but it's something we'll want to think about."). Or, if something that goes against the Honoring-the-Game culture that you are working to strengthen, you can tell people why you aren't going to do it ("That idea seems inconsistent with the kind of environment we are trying to establish for our kids. I appreciate your suggesting it, but that's not something we want to do.").

- c)** Ask coaches to share good ideas they have used in building their teams. It's a good idea to have talked with a couple of coaches ahead of time to get some volunteers who will start this sharing process. Perhaps you've noticed that a particular coach has developed a great drill for teaching a specific skill. Or maybe a coach runs a particularly good practice session. Or you may have noticed that a coach has been able to keep his or her players motivated even though they have lost most of their games. Ask these coaches if they'd be willing to share what they do with the rest of the coaches at this meeting. That way when you open this part of the meeting up, you won't be faced with silence and blank stares.

End the meeting by thanking the coaches for their commitment to kids and the organization, and for all the hours they are putting in to make the organization successful.

Within a week of the meeting follow up with a letter (via e-mail or hard copy) to all the coaches in the league (not just the ones who came to the Roundtable). In the letter thank the coaches who attended and some of the highlights of the meeting. If there were some suggestions that you are implementing, let people know that so they understand that their input is heard and acted upon. Thank the coaches who shared ideas and summarize them.

Holding a mid-season Coaches Roundtable takes a bit of work, but it can be very important in reinforcing the culture of your organization.

Annual Coach Evaluation Process

Sometimes just telling people that you are going to evaluate them on certain things is enough to get them to do those things.

Because people tend to do what gets measured, evaluation is one of the most powerful tools you have available to you. But it will only happen if someone commits to do it and follows through to make it happen.

The Coach Evaluation Questionnaires for parents and for athletes serve as companion tools to the Double-Goal Coach's Job Description. Once you've set behavioral expectations with the job description, and offered them training, it is important to find out how your coaches are doing from the perspective of the athletes and parents.

See the Appendix for sample evaluation forms (A-18 on page 68, A-19 on page 69).

Evaluation logistics:

You need to appoint an evaluation coordinator who is responsible for making this process work. The key is to find the right individual who is passionate about evaluating the effectiveness of your organization and its coaches. There are many impediments to getting useful data for an evaluation. He or she should be tenacious about getting evaluation forms out to every parent and player and even more tenacious about getting them back!

Step 1: Before the season starts, give coaches the Double-Goal Coach's Job Description telling them what behavior you expect from them. Let them know that parents and players will be surveyed at the end of the season as to how well each coach conformed to those expectations.

Step 2: Survey the parents and players as promised. Give out the forms after the mid-point of the season but before the final week. Make it clear how they are to get the forms back to you (e.g., plainly marked boxes at each gym or field site) and the deadline by which you need to receive them.

Step 3: Tabulate the responses.

Step 4: You will want to communicate with each coach about the feedback from his or her athletes and parents. This can be done in a letter (e-mail or hard copy). If you have a coach with significant negative comments from parents and athletes, you probably want to sit down with that coach. See further discussion about this in the next chapter on "Post Season."

Solicit Award Nominations

On Opening Day you announced your league's Positive Coaching Awards and distributed nomination forms. And it's time to request nominations. You'll want to distribute nomination forms two or three times during a season both to build awareness and to give people a chance to think about whether they'd like to nominate their child's coach.

Directions and forms for implementing the award program can be found in the Appendix (A-20 on page 70, and A-46 on page 100).

Contact Award suppliers

You also want to contact local suppliers to make sure you'll have sufficient time for awards (trophies, certificates, jackets, shirts, etc.) to be ready for the award ceremony.

C H A P T E R

Post-Season

7

Checklist for Chapter 7

- *Collect and Inventory Equipment*
- *Conduct Player Ratings*
- *Hold an Award and Volunteer Recognition Event*
- *Solicit PCA National Award Nominations*
- *Give evaluation feedback to Coaches*
- *Get League Feedback from coaches*
- *Hold De-Briefing Session*
- *Publish Program Highlights*

The season is over! Just a few more tasks remain to complete until next year. These last few items will help you in evaluating your league and planning for an even more successful season next year. Don't forget to give yourself and all of the other league volunteers a pat on the back for your great accomplishment in forming this league.

● **Collect and Inventory Equipment**

Have the equipment manager give all of the teams a specific date to return all equipment. After receiving the equipment, the equipment manager checks to make sure that all of the equipment has been returned and determines the condition of the equipment. The equipment manager can then make a list of the new equipment that will need to be purchased for next season.

● **Player ratings**

Have your coaches rate each of their players on their technical and tactical ability levels. This information will be helpful in creating balanced teams for next season. Create a simple form for your coaches to fill out – this will help ensure consistency in the evaluations. (See Appendix **A-43**, page 97.)

● **Hold an Award and Volunteer Recognition Event**

Collect Double-Goal Coach Award nomination forms from the parents. Recognizing coaches who exemplify Double-Goal Coaching in a special ceremony will reward them for their effective work with your athletes *and* will reinforce Positive Coaching values throughout the organization. The ideal time and place to make the awards is when a large number of people will be in attendance (end-of-season tournament, coaches recognition lunch, etc.) to maximize the value of the recognition to the winners and reinforce the organization culture with the largest number of people possible.

Some questions to consider when planning your recognition event:

- Where will the event be held? Make sure to reserve the space ahead of time.
- Will food be served? Food is almost always a good idea for meetings as it helps people get into a more cheery frame of mind.
- How will you recognize the Double-Goal Coach Award winners? Ideally you want to give them something that they can't buy (i.e., not a gift certificate to a restaurant). What they get for this award they can only get by winning this award. For example, give them a polo shirt or jacket with your organization's logo or name and "Double-Goal Coach of 2009" on it. Also consider creating a "perpetual plaque" that lists the names of the award winners each year. A perpetual plaque can then be used in the succeeding years to promote the award. Ideally you'd like coaches to begin to think that they'd like to see their name on that award.
- Solicit PCA National Award Nominations

The Positive Coaching Alliance recognizes top coaches who exemplify Double-Goal Coaching. Nominate your coaches for PCA's National Double-Goal Coach Award to further recognize these coaches. While there is much competition for this prestigious award, each coach nominated receives a memento from PCA that salutes them for being nominated. The forms and information you need are available on the PCA website (www.positivecoach.org).

PCA also honors Youth Sports Organizations (YSOs) nationally that have made significant strides toward excellence as educational-athletic organizations. Once you have begun to achieve results in your organization, consider applying for PCA's Honoring the Game award. **See the PCA website www.positivecoach.org for more information regarding these two awards.**

● Feedback for Coaches

After you have collected and reviewed the coach evaluation forms from the parents and participants in your league, you will want to provide each coach with a summary of the information regarding his or her strengths and weaknesses. Providing this information to the coaches will help them to build upon their strong qualities and work to eliminate their less positive characteristics by the next season. This information can be conveyed by e-mail or by hard copy letter. If you have a coach who receives some serious negative comments from parents and/or athletes, you should meet with that coach to discuss what needs to be done to improve the situation for next year. If you determine that the criticism from parents and/or athletes is valid and substantial, you shouldn't automatically allow this coach to return as a coach next year without gaining a commitment to change. If a coach is not willing to change, he or she should not be allowed to coach in your organization in the future.

See the Appendix for a sample coach evaluation summary form (A-44, page 98).

● League Feedback from Coaches

In addition to evaluating your coaches, you should ask the coaches for feedback on the way that the league was organized and run. You can get this feedback from coaches formally, by asking them to complete evaluation forms (see Appendix A-45, page 99, for sample form), as well as informally, by simply talking with individual coaches about what they liked and disliked throughout the season.

● De-briefing Session

As soon after the season is over as feasible, schedule a de-briefing session of your leadership team to capture all the thoughts that are fresh in people's minds about the season. You'll want to have a summary of the parent and player evaluations of the coaches available. Having refreshments at this meeting will help with attendance and put people in a good mood for reviewing the year.

Start by brainstorming the things that worked well, then the things that could be improved in the next season. After all the ideas are out on the table, discuss priorities for the next season. You can either make decisions and assignments at this meeting or schedule that for a later meeting, but make sure a record is kept of all the ideas so that nothing important is lost. Now you are ready to return to ("Getting Organized") in the Off-Season section, and the journey on the *Road Map to Excellence* continues into its next phase.

● Publish Program Highlights

After all of the hard work that went into the creation of your league and the accomplishment of your first season, make sure to share your league's successes with the community. Talk to local newspaper reporters about writing an article about the highlights of your league's season. Create a bulletin or newsletter for the league participants, sponsors, and anyone else involved with the league. Include information about the Double-Goal Coach Award winners, emotional or amusing player stories and any other season highlights in the newsletter. If your parents and coaches generally have access to e-mail, you can save money with an electronic newsletter. You can print out copies of the electronic newsletter to send to coaches and parents that do not have e-mail access.

Congratulations! You made it through your league's first season – and that's no small task! During the off-season, review the information in this guide regarding the league start-up. The first season may have shown that the league policies and procedures need to be adjusted or the board of director's by-laws need to be amended. Make sure to also complete all off-season tasks during this time. Then start getting ready for the season to start all over again! It will arrive before you know it!

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In March 2000, 50 youth sports leaders came together at the first annual Against the Grain Forum convened by Positive Coaching Alliance based at Stanford University and the Center for Sport, Character & Culture at the University of Notre Dame. This statement emerged from that event.

A Vision of a Positive Youth Sports Culture

We talk to one another and nod our heads and say that we need to create a positive culture around youth sports, but what do we really mean? Before we can take steps toward it, we must clearly define “a positive culture in youth sports.”

What a Positive Culture Looks Like

Bottom line, we want to create a culture where kids love to play the game. They look forward to practices and games as times when they will have fun. The joy they find in playing will last a lifetime.

In a positive youth sports culture, all resources do not flow to the elite level. Athletes have options determined by their ability and interest. Elite athletes compete in “meritocratic” environments in which a place on the team and playing time are determined by ability, performance and effort. Less talented or skilled athletes, or simply athletes who want a different kind of experience, have the option to play in developmental or recreational programs in which they are guaranteed the right to play at least a part of every game.

At every level, players are proud to have their families and friends see them play. Knowing that they are an important part of the team contributes to this proud feeling; their coaches are supportive and do not embarrass them in front of those watching; they are confident that their parents are supportive and will not confront the officials over questionable calls; and ultimately, they know that those watching are proud of them whether or not they win the game.

All involved in youth sports (players, coaches, parents, officials, and fans) realize what a special time this is. They look at their involvement as a privilege that they never want to dishonor. They realize that sports provide a time when they get to interact with people they do not see on a regular basis, and they come to cherish this time. Players know that this is a time when they can learn from each other (as well as from the coach), and the coach sees how much can be learned from the players. Players look forward to playing challenging opponents because they push them to perform to their highest potential.

Coaches feel the responsibility not only to teach their players the skills and strategy behind the game, but also a respect for the tradition of the game and for all who are involved (teammates, opponents, officials, and fans). Learning to honor the game

contributes to a growing sense of responsibility and maturing moral reasoning that helps athletes prepare to become contributing citizens of the larger community.

Coaches realize that what they are teaching their players carries far beyond the field into the classroom, the home, and even into future jobs. Coaches have their players (and team as a whole) focus on their effort and personal improvement, rather than simply on the results of the game. They help players recognize that mistakes are an inevitable and important part of the learning process and that a key to success is being able to rebound from mistakes with renewed determination. This way, players gain a sense of control over their own development and confidence in their ability to succeed, in life as well as in sports.

Players have an important voice in creating this positive culture, and there are multiple and ongoing opportunities for them to shape their own environment. During team discussions players speak and contribute. When decisions are being made that affect the entire team/league, coaches and league organizers make a concerted effort to be approachable and players' ideas are sought out and considered. Having this voice increases players' sense of internal motivation, and they feel a stronger sense of control over their surroundings.

This positive culture encourages athletes to play multiple sports and never pressures players to specialize in one sport too early in their careers. Coaches resist the urge to pressure their players to give up other sports besides their own, realizing that what might give them the best winning percentage is not always the same as what is in their players' best interest.

The Challenge

When a game is on the line, can we really live up to this description of a positive culture? Can we really expect coaches, players, fans, and parents to uphold this positive culture if it might result in losing the game? The answer has to be, "Yes!" All involved must realize that winning cannot be the only goal. Maintaining a positive culture where positive character traits are developed in our players must come first.

When the game is on the line and tensions are running high, it can take a high level of moral courage to keep our focus on what is really important, but if we can do that, we will teach our children an invaluable lesson. We must believe that maintaining this positive culture is so vital that we are willing to stand up to others that are putting it in danger. Our vision needs to stretch far beyond winning a specific game to making a lasting impact on the lives of our players.



The positions most commonly found on a board of directors are president, vice president, secretary, and treasurer. Each position could be filled by two people who work well together thus serving as Co-Presidents, Co-Registrars, etc.

- **President:** The president provides direction for the league, serves as the representative of the league to the community and national governing body, and is ultimately responsible for the operations of the league. The president presides over the meetings, assumes responsibility for communication with the league participants, the media, and community members, and ensures that the league is complying with all league policies. Due to the important role of the president, some leagues do not allow the president to also serve as a coach or official in the league. The person who takes the role of president should be a good leader, have strong organizational skills, be comfortable speaking to the public, and be dedicated to the goals of the league.
- **Vice President:** The first responsibility of the vice president is to serve in the presidential role if the president is absent. The vice president is also responsible for assisting the other members of the board of directors and carrying out duties that are assigned by the president. The person filling the role of vice president should embody the same characteristics as the person taking the role of president.
- **Secretary:** The secretary maintains a list of board member information, records the minutes of the board meetings, distributes notices of meetings and other league information to the board members, and maintains league records. The person taking the position of secretary should have good writing skills and be very organized.
- **Treasurer:** The treasurer is responsible for all tasks related to league finances, including preparing the league budget, keeping league financial records, reporting on the status of league funds, and distributing funds as approved by the other board members. The person taking the role of treasurer should have experience or knowledge of working with finances and budgets.

Depending on the number of members on your board of directors, the board positions of registrar, equipment manager, facility manager, fundraising manager, and information officer may or may not be filled. These positions may be combined or adapted to fit the needs of your league. You may also wish to have some members serve that do not have a designated role, so that they are able to complete new tasks as they arise.

- **Manager of Coach Development:** The purpose of this position is to ensure that the young athletes in your organization receive the best coaching possible by ensuring that coaches are trained and committed to being Double-Goal Coaches. This position is responsible for planning and coordinating coaches training. This person also oversees the coach evaluation and feedback process.
- **Officials Manager:** The Officials Manager shall be responsible for all registration, training, evaluation, discipline, and promotion of all officials within the league. The Officials Manager shall also develop on an annual basis a list of all qualified officials and the appropriate age group which each official should be working.



- **Positive Coaching Alliance Coordinator:** The PCA Coordinator is a board position who guides the process of creating an organizational culture that promotes the kind of behavior and values which the league wants to see in its players, coaches, parents and fans. As this is a culture-shaping effort, PCA Coordinators typically assemble a (formal or informal) board sub-committee to accelerate the implementation of this process and to maximize the positive impact. The sub-committee may include the league's: Manager of Coaching, President, Registrar, Officials, Agent, Parent Representative and Information Officer, in addition to the PCA Coordinator. The PCA Coordinator utilizes a proven combination of research-based tools, content and training, supplemented by live support provided by PCA's Account Management team available toll-free at 866-725-0024 to make this cultural shift a reality for the league.
- **Registrar:** The league registrar is responsible for maintaining the data base accurately listing all athletes and their families and planning and executing the league registration activities. The registrar handles the publicity for registration, organizes a group to help in the actual registration activities, and distributes all registration and league forms. The person taking the role of registrar should be comfortable coordinating both people and activities and giving orders.
- **Equipment Manager:** The equipment manager oversees the purchase and distribution of all equipment for the league. The inventory of the league equipment, the equipment distribution to the teams, the collection of equipment following the season, the compliance with all equipment safety standards, and the purchase of all new equipment is the responsibility of the equipment manager. The person taking the role of equipment manager should be comfortable making decisions and have good organizational skills.
- **Facility Manager:** The facility manager is responsible for submitting facility permits, designating facility use to teams for practices and games, ensuring the preparation of the facility for practices and games, and inspecting the safety level of the facility. The person taking the role of facility manager should be responsible, efficient, and orderly.
- **Fundraising Manager:** The manager of fundraising works with the league treasurer to create a plan to meet the financial needs of the league. The fundraising manager plans and executes fundraisers, recruits parents and other volunteers to assist in the process, and publicizes all fundraisers to the league and community. The person filling the role of fundraising manager should be resourceful, creative, organized, and able to take initiative.
- **Information Officer:** The information officer is responsible for distributing all league information to the participants and community. If the league has a website, the information officer is responsible for maintaining the website and any other media outlets of the league. The information officer manages the league rosters, schedule, scores, and news and ensures that this information is being provided to league participants. Some leagues do not have information officers and instead assign these duties to the player agents. The person filling the role of information officer should have good verbal and written communication skills, be organized, and have experience with technology, particularly the Internet.

A-3 | National Governing Bodies

Sport	Governing Body	Contact Information	Sport Rules	Starter Kit	Certified Officials	Newsletter	Insurance	Tournament Play	Regional Assistance	Fundraising Help	Background Checks	Promotion Help	Equipment Discounts	Coach Training
Badminton	USA Badminton	One Olympic Plaza Colorado Springs, CO 80909 719-866-4808 usab@usabadminton.org www.usabadminton.org	yes	yes	no	yes	yes	yes	no	no	no	no	yes	no
Baseball/ Softball	Little League International	P.O. Box 3485 Williamsport, PA 17701-0485 570-326-1921 www.littleleague.org	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	no	yes
Baseball/ Softball	PONY	P.O. Box 225 Washington, PA 15301 724-225-1060 pony@pony.org www.pony.org	yes	yes	yes	no	yes	yes	yes	yes	no	no	yes	no
Baseball/ Softball	Babe Ruth League	P.O. Box 5000 Trenton, NJ 08638 800-880-3142 info@baberuthleague.org www.baberuthleague.org	yes	yes	yes	yes	yes	yes	yes	yes	no	no	yes	no
Basketball	Youth Basketball of America	10325 Orangewood Blvd. Orlando, Florida 32821 407-363-9262 tholland@yboa.org www.yboa.org	yes	yes	no	yes	yes	yes	yes	yes	no	no	yes	no
Flag Football	NFL Youth Football	8550 A Chetle Avenue Whittier, CA 90606 nfflag@ddsharris.com www.flag-nflyouthfootball.com	yes	no	no	no	no	yes	yes	no	no	yes	yes	no
Football/ Cheerleading	American Youth Football	P.O. Box 5866 Columbia, SC 29250 ayftaft@aol.com www.americanyouthfootball.com	yes	no	no	yes	yes	yes	no	yes	yes	no	yes	no

Sport	Governing Body	Contact Information	Sport Rules	Starter Kit	Certified Officials	Newsletter	Insurance	Tournament Play	Regional Assistance	Fundraising Help	Background Checks	Promotion Help	Equipment Discounts	Coach Training
Football/ Cheerleading	Pop Warner Little Scholars	586 Middletown Blvd. Langhorne, PA 19047 215-752-2691 football@popwarner.com spirit@popwarner.com www.popwarner.com	yes	no	no	no	yes	yes	no	yes	yes	yes	no	no
Hockey	USA Hockey	1775 Bob Johnson Drive Colorado Springs, CO 80906 719-576-USAH www.usahockey.com	yes	no	yes	yes	yes	yes	yes	yes	yes	no	no	yes
Lacrosse	US Lacrosse	113 West University Pkwy. Baltimore, MD 21210 410-235-6882 ext. 102 info@uslacrosse.org www.uslacrosse.org	yes	yes	yes	yes	yes	yes	yes	yes	no	yes	yes	yes
Soccer	US Youth Soccer	1-800 4 SOCCER www.usyouthsoccer.org	yes	yes	no	yes	no	yes	yes	no	yes	yes	no	yes
Soccer	American Youth Soccer Organization	12501 South Isis Hawthorne, CA 90250 800-872-2976 development@ayso.org www.soccer.org	yes	no	no	yes	yes	yes	yes	yes	yes	yes	yes	yes
Softball	Amateur Softball Association	www.softball.org or state association	yes	no	yes	yes	yes	yes	yes	yes	no	no	yes	yes
Swimming	USA Swimming	719-866-4578 MemberServices2@usa-swimming.org usa-swimming.org	yes	yes	yes	yes	yes	yes	yes	yes	no	yes	yes	yes
Volleyball	United States Youth Volleyball League	12501 South Isis Avenue Hawthorne, CA 90250 888-988-7985 USYVL@aol.com www.volleyball.org/usyvl	yes	yes	yes	yes	yes	yes	no	no	no	yes	yes	yes

A-4 | General Board Meeting Agenda

Name of League
Board Meeting Agenda
Month, Day, Year
Location
Planned Starting and Ending Time

- I. Call to Order
- II. Welcoming Remarks
- III. Additions to Agenda
- IV. Approval of Agenda
- V. Approval of Minutes from previous meeting
- VI. Appreciations and triumphs
- VII. Reports from individual board positions
 1. *President Report*
 2. *Vice-President Report*
 3. *Other position reports*
- VIII. New business
 1. *Item #1*
 - a. Vote on action for Item #1
 2. *Item #2*
- IX. Assignments
- X. Adjourn meeting

Detailed Agenda for First Board Meeting

Name of League
Board Meeting Agenda
Month, Day, Year
Location
Planned Starting and Ending Time
(If possible, keep meetings under two hours)

- I. **Call to Order**

Announce the formal beginning of the meeting. Once a president of the board of directors has been selected, the president will call the meeting to order.
- II. **Welcoming Remarks**

Welcoming remarks are only necessary for the first board meeting or other meetings where special guests or new members are present. At this first meeting, introduce yourself, welcome the board members, and have the board members introduce themselves.



III. Additions to Agenda

Ask if any of the board members would like to make additions to the agenda. Include those additions under the new business section.

IV. Approval of Agenda

Have a board member state his/her approval of the agenda for the meeting.

V. Approval of Minutes from previous meeting

At the first meeting there will be no minutes to approve, but at subsequent meetings, have one of the board members state his/her approval of the previous meeting's minutes.

VI. Appreciations and triumphs

Appreciations and triumphs are an opportunity for board members to thank or recognize other board members or the board of directors as a whole. One board member may thank another board member for her help with registration or congratulate the board for raising \$1000.00 in a fundraiser. Appreciations and triumphs help to create a positive atmosphere in which board members feel valued. At the first meeting explain the use of appreciations and triumphs to the board members and thank all of them again for being there and joining the board.

VII. Reports from individual board positions

At the first meeting the board positions will not yet have been determined, so this item will not be applicable. At subsequent meetings, have each board member, who has any new information, report on any completed tasks or issues that have occurred.

VIII. New business

Under this item include any topics that the board must discuss or vote on.

For the first meeting, you will want to include:

- 1. Review the league structure**
- 2. Review and approve the by-laws**
- 3. Create the league calendar**
- 4. Schedule subsequent meetings**

IX. Assignments

Discuss tasks that need to be completed before the next staff meeting and distribute the tasks among the board members.

X. Adjourn meeting

Announce the formal end of the meeting.

By-laws of (name of league)

Article 1 Place of Business

The principle place of business of (league name) is located in (name of county), (state).

Article 2 Purpose

The objectives of the league are:

(Statements of the league's purpose). *For information on league objectives, see page 11.*

Article 3 Directors

Section 1. Board and Number

The Board of Directors is responsible for the overall policy and direction of the league. The Board of Directors will have (number of directors) directors. *You can state a minimum and maximum number of directors if you have not determined an exact number.*

Section 2. Election of Board of Directors

New board members will be elected by a (percentage of board members, i.e. simple majority or two-thirds) vote of the remaining board members. *You may wish to add that each year a certain number of positions must be elected, making it necessary for the terms to be staggered.* Board members interested in individual board positions must (process for determining board positions, i.e. Be nominated by another board member for the position and then elected by a simple majority. Nominate his or her self for the position and be elected by a two-thirds majority of the other members).

Section 3. Terms

Each board member will serve a (number of years) term. Each board member can serve a maximum of (number of terms) terms in a row. *You may wish to add a minimum attendance requirement for members, such as stating that each board member must attend a minimum of 75% of the meetings.*

Section 4. Quorum

A quorum will consist of (percentage) of the members. *A quorum is the minimum percentage of the board of directors that must be present at a*

vote in order for the vote to be considered valid. It is best to set this quorum as a majority of your board members.

Section 5. Voting

Voting will occur by (form of voting, i.e. show of hands, written, or oral).

Article 4 Meetings

The Board of Directors will meet at least (number of times per year), at an agreed upon time and place. *A board of directors can meet anywhere from one time a year to a few times a month. You may wish to add that the president of the board of directors or a particular number of board members can call a special meeting when necessary and explain the process for calling that meeting.* Board members will be notified by (what form of notification, i.e. telephone, mail, e-mail) about the meeting at least (number of days) days in advance.

Article 5 Fiscal Year

The fiscal year of the league will begin on (day and month) and end on (day and month) in each year.

Article 6 Method to Amend

These by-laws can be amended by a (percentage of board of directors) vote by the board of directors. *A common process is a majority vote by two-thirds of the board members.*

Article 7 Officers and Duties

Section 1. Officers

The board of directors will consist of (officers/positions required on the board, i.e. president, vice president, secretary, and treasurer). Additional positions may be filled as necessary.

Section 2. President

(Duties of the president).

Section 3. Vice President

(Duties of the vice president).

Section 4. (Any other mandatory positions)

(Duties of those positions).

A-6 | Sample Board Member Contract

As a member of the board of directors for (name of league), I agree to:

Attend meetings regularly (or Attend 75% of the meetings each year)

Serve in a board position as needed

Accept and complete assigned tasks in a timely manner

Stay informed of league news and policies

Participate in league activities, including fundraising and promotional activities

Not participate in any decisions or deliberations when a conflict of interest exists

Signature



Rules of order are parliamentary rules that are used to make board meetings more orderly and govern the transaction of business. For a detailed description of proper rules of order, check out the book *Robert's Rules of Order*.

Calling a meeting to order

The calling of a meeting to order is the announcement of the formal beginning of the meeting. The president of the board of directors generally calls the meeting to order, and once the meeting is called to order the minutes begin to be recorded.

Making a motion

When a board member makes a motion, that member is suggesting that the board vote on a particular policy or action to be taken.

Once a board member has made a motion the motion is then up for debate and discussion.

After sufficient debate and discussion the president of the board will call for a vote on the motion.

The board members will vote on the motion in the way specified in the by-laws.

The president should then announce the result of the vote.

In a more informal setting, an action can be voted upon without a motion having first been made; however, all board members must be clear what action is being addressed. Even without a motion, an official vote should always be taken.

Ending a meeting

Formally, a motion should be made to end a meeting. However, more informal boards of directors simply end a meeting when they have completed all of the items on the agenda.

A-8 | First Board Meeting Welcoming Remarks

Say hello. Thank the members for attending. State your name and one or two sentences about your personal background.

Explain what made you decide to start this new league, (e.g. watching the negative culture in other leagues, seeing the lack of opportunities for girls in the neighborhood, etc.). Detail the steps you have taken up to this point, including gauging the community interest, doing an inventory of the facilities, and producing the preliminary documents.

Explain your definition of the league, including whether the league will be competitive or recreational and your overall vision of what the league will be like. Thank the board members for helping you in the process of reaching this vision and creating this league.

Remind the board members of the benefits that they will gain by serving on the board of directors, such as meeting new people and sharpening skills. Quickly cover the expectations of the board members to attend meetings, complete assignments, work as a team, etc.

Briefly summarize the process that will occur between this meeting and the beginning of the league, including writing a mission statement, finding coaches, and planning fundraisers.

Thank everyone again.



- **Start the meeting on time.** Board members will appreciate your respect for their time.
- **Begin each meeting with appreciations and triumphs.** Appreciations and triumphs are an opportunity for board members to thank or recognize other board members or the board of directors as a whole. One board member may thank another board member for her help with registration or congratulate the board for raising \$1000.00 in a fundraiser. Appreciations and triumphs help to create a positive atmosphere in which board members feel valued.
- **Stick to the agenda.** It's easy for a meeting to go off on tangents which can be frustrating for board members. Work hard to stick to the agenda. If an important new item comes up, either target that for the next meeting or, if it is urgent, get the board's approval to talk about that for a specific amount of time so it will not result in other important items not being covered.
- **Get everyone's input.** Not all board members will be as vocal as others. You may need to specifically address the less vocal members to find out their opinions.
- **Have a board member record the minutes of the meeting.** Once a board secretary has been selected, recording minutes will be the secretary's responsibility. Until then, have one board member write down the topics and issues that are being discussed. Keeping a record of the meetings will help the board members to remember what was discussed during the meeting and what decisions have been made.
- **End the meeting on time.** If possible, keep the meeting under two hours. However, even if the meeting is planned for a shorter or longer period of time, try to end at the time stated on the agenda. Board members will be reluctant to attend meetings if they think each one will run far behind schedule. If necessary, place time limits on the debate of certain issues. If the issues cannot be resolved within that time, continue discussion on the issue at the next meeting.

Your mission statement should answer five basic questions about your league for anyone, whether they are involved with your league or completely new to it.

These questions are:

1 What is the name of your league?

Example: Wayside Baseball League

2 Who is the population that will benefit from the services of the league?

This is where the definition of the league becomes relevant. You will want to include a general geographic area, gender, and age category of the people who the league serves.

Example: Youth girls in the City of Wayside
Teenagers in the County of Santa Anna

3 What is the purpose of the league?

The purpose of the league is the outcome that the league would like to achieve and the overall reason that the league exists. The purpose usually includes the problem that your organization exists to change and the way it will be changed.

Example: To increase the self-esteem of youth
To improve the quality of life of youth
To help children excel both in sports and other areas of their lives
To foster the personal growth and development of young athletes

4 What are the methods the league will use to reach this purpose?

How is the league going to help youth to excel in sports and other areas of their lives or improve the self-esteem of the children in the league?

Example: Provide positive sports experiences
Provide opportunities for active participation in soccer
Educate coaches on sport skills and positive coaching

5 What are the values of the league?

What values will the league use as its guide towards the overall purpose?

Example: Positive coaching
Fun
Sportsmanship
Teamwork

The answers to these five questions should come through a group effort by all of the board members. In order for the mission statement to be the guiding force behind all other league decisions, the board members need to feel that they have helped contribute to it. One way to work on finding answers to these questions as a group is to create a worksheet for each board member with these questions and blank space for them to brainstorm answers. Distribute this worksheet to the board members in the pre-meeting packet before the meeting where the mission statement will be discussed. Distributing this worksheet before the meeting will allow the board members to brainstorm individually. A sample worksheet is provided on page 61 of the appendix.

Once the board members have worked on these questions individually, have the entire group discuss the answers at a board meeting. Find out areas of consensus and areas of differences, and then discuss these areas to try to reach an agreement. At the end of this discussion process you will want the board members to feel that the elements that have been agreed upon are common ideas.

Now that you know what you want included in your mission statement, how do you incorporate these elements into an actual statement? Having the entire group discuss the exact wording and punctuation of the statement can be a very long process. Instead, have one or two of the best writers in the group work on combining these ideas into one or two sentences.

The structure and format of the mission statement does not have to be done in a certain way, but the mission statement should have simple wording and be memorable and easy to repeat. Do not include words that would only be understandable to someone who knows the sport or the league; you want everyone to be able to understand your mission statement.

Have your chosen writers create and send around several drafts of the mission statement until one is agreed upon by the majority of the group. Then try giving the statement to someone not associated with the league to see if it is easily understood and the basic values of the league can be quickly determined. Finally, give the statement the elevator test. If you or any of the board members had fifteen seconds in an elevator to explain what your league is all about, would your mission statement fit that purpose? If not, try either eliminating some elements or including more detail.

ABC League (*name*) enhances the lives of youth in Wayside (*population*) through sports leagues (*method*) designed to teach life lessons and the skills and strategies of the game (*purpose*). Our guiding principles are positive coaching, Honoring the Game, and having fun (*values*).

ABC League (*name*) aspires to be an outstanding educational-athletic organization (*purpose*) that provides a high-quality experience (*method*) to young athletes in California (*population*). A high quality experience is one in which every athlete:

Is coached using the principles of Positive Coaching

Has fun playing the game

Feels like an important part of the team regardless of performance

Learns “life lessons” that have value beyond the playing field

Learns the skills, tactics, and strategies of the game and improves as a player (*values*)

ABC League (*name*), valuing positive coaching, sportsmanship and teamwork (*values*), works to increase the self-esteem and quality of life (*purpose*) of boys in the County of Santa Anna (*population*) through positive sports experiences (*method*).

The mission of ABC league (*name*) is to make a positive difference in the lives of youth (*purpose*) in the City of Wayside (*population*), through baseball clinics, leagues, and coach training (*method*), and to assist them in becoming confident, respectful, and understanding individuals (*values*).

ABC League (*name*) is committed to fostering the physical and mental growth of youth in California (*purpose and population*). ABC league promotes positive coaching, fun, and sportsmanship (*values*) through recreational leagues, coach training, and skills clinics (*method*).

A-12 | Mission Statement Worksheet for Board Members

What is the purpose of this league? What is the need we exist to address?

How are we addressing this need? What methods will we use to reach our purpose?

What are the values of the league? What principles will we use to guide us to our purpose?



League Mission _____

Goal #1 _____

Objective #1 _____

Objective #2 _____

Goal #2 _____

Objective #1 _____

Objective #2 _____

Goal #3 _____

Objective #1 _____

Objective #2 _____

A-14 | Double-Goal Coach™ Job Description

TO: All Coaches

DATE: _____

FROM: _____

RE: What We Expect of You

You are the most important person in our organization. You determine the kind of experience our athletes have with sports. We are committed to the principles of Positive Coaching. We expect our coaches to be “Double-Goal Coaches” who want to win and help players learn “life lessons” and positive character traits from sports. The following is what we expect from you during the coming the season.

1 Model and teach your players to Honor the Game. Teach the elements of **ROOTS** – Respect for: Rules, Opponents, Officials, Teammates, and one’s Self.

- Appoint a parent to be “Culture Keeper” for the team.
- Share with your players’ parents your desire for them to Honor the Game.
- Drill Honoring the Game in practice.
- Seize teachable moments to talk with players about Honoring the Game.

2 Help players Redefine what it means to be a “Winner” in terms of Mastery, not just the Scoreboard:

- Teach players the ELM Tree of Mastery (Effort, Learning, and bouncing back from Mistakes).
- Use a “Team Mistake Ritual” (like “Flushing Mistakes”) to help players quickly rebound from mistakes.
- Reward effort, not just good outcomes. Look to recognize players for unsuccessful effort.
- Encourage players to set “Effort Goals” that are tied to how hard they try.
- Use Targeted Symbolic Rewards to reinforce effort and team play.

3 Fill your players’ Emotional Tanks.

- Use encouragement and positive reinforcement as your primary method of motivating.
- Strive to achieve the 5:1 “Magic Ratio” of 5 positive reinforcements to each criticism/correction.
- Schedule “fun activities” for practices, so players will enjoy their sport.
- Use the “Buddy System” to teach players to fill each other’s Emotional Tanks.
- Develop “player coaches” by asking for player input and asking rather than telling them what to do
- Learn to give “Kid-Friendly Criticism” so players will be able to hear it. Criticize in private, “Ask Permission,” use the Criticism Sandwich, avoid giving criticism in non-teachable moments.

4 Have Conversations during Team Meetings with your players at every practice and every game.

- Review Honoring the Game, the ELM Tree and the Emotional Tank throughout the season.
- Remind players about these three concepts before and after every game.
- Ask questions and encourage players to speak and contribute during team meetings.
- Use the Winner’s Circle after a game to reinforce the positive things players did.

At the end of the season we will survey your players and their parents to give you feedback on how you did at implementing these Positive Coaching principles during the season. We will share the results with you. Thank you for all your time and effort!

I AGREE

COACH SIGNATURE

DATE

A-15 | PCA Parent Pledge

Please read, initial each item, sign and return to the coach or appropriate official.

1 I pledge to get my child to practice and games on time. I understand that it can be embarrassing for my child to be late and that I may be putting him/her at risk by not providing adequate time for warm up. I will be on time to pick up my child from all games and practices. This shows respect for the coach, and it tells my child that he or she is my top priority.

initials _____

2 I pledge to use positive encouragement to fill my child's Emotional Tank because athletes do their best when their "Emotional Tank" is full. I understand that fewer than 1% of youth sports participants receive college scholarships and that the top three reasons kids play sports are a) to have fun, b) to make new friends, and c) to learn new skills. I understand that the game is for the players, and I will keep sports in the proper perspective.

initials _____

3 I pledge to reinforce the ELM Tree of Mastery with my child (E for Effort, L for Learning and M for bouncing back from Mistakes). Winners are people who make maximum effort, continue to learn and improve, and do not let mistakes, or fear of making mistakes, stop them. I understand that mistakes are an inevitable part of any game and that people learn from their mistakes. I understand that children are born with different abilities and that the true measure is not how my child compares to others but how he/she is doing in comparison to his/her best self.

initials _____

4 I pledge to "Honor the Game." I understand the importance of setting a good example for my child. No matter what others may do, I will show respect for all involved in the game including coaches, players, opponents, opposing fans, and officials. I understand that officials make mistakes. If the official makes a "bad" call against my team, I will Honor the Game and be silent!

initials _____

5 I pledge to refrain from yelling out instructions to my child. I understand that this is the coach's job. I understand that games are chaotic times for children trying to deal with fast-paced action and respond to opponents, teammates and coaches. I will limit my comments during the game to encouraging my child and other players for both teams.

initials _____

6 I pledge to refrain from making negative comments about my child's coach in my child's presence. I understand that this plants a negative seed in my child's head that can negatively influence my child's motivation and overall experience.

initials _____

I will honor the PCA Parent Pledge in my words and actions.

Parent's signature _____

Print child's name _____

To create a Positive Coaching culture* in which everyone (coaches, players, parents, officials and spectators) Honors the Game, it will sometimes be necessary to intervene when people misbehave. (*Culture is simply “*The way we do things here.*”)

Even when everyone knows what is expected of them, emotions can get out of control. When a parent yells at an official, there must be a consequence. Most effective is for another adult (or several on the same team) to intervene in an appropriate way to let the misbehaving adult know that his behavior is not acceptable in an “educational-athletic” organization designed to benefit young athletes, rather than entertain fans as in a professional sporting contest.

You can help establish and protect a positive culture for your organization by taking a stand. Here are some guidelines for how to intervene when someone dishonors the game. (Note: Informal and Formal Levels of Intervention are described in this document. Only an official leader in the organization (board member, program administrator, etc.) or the game official (referee, umpire, etc.) should undertake Formal Levels of Intervention.)

Be Prepared: You never know when someone is going to misbehave so the best approach is to always have the tools of the “Culture-Keeper” handy. Always wear an Honor the Game button to games and carry Honor the Game cards and stickers with you.

Informal Levels of Intervention

Step 1 **Non-verbal Approach:** When an adult first misbehaves, simply hand an Honor the Game card or sticker to the person. Many times this is all that is needed. You are reminding him in a low-key way what is expected of adults at an educational-athletic game.

Step 2 **Gentle Approach:** Sometimes a non-verbal approach doesn’t do the job. Then address the misbehaving adult in a gentle way. You might say, “*You seem pretty upset.*” This will often get them talking to you rather than screaming at the official. You can then remind them that we respect the official even if we disagree with a call. Continuing in a gentle vein: “*You may be right about that call being incorrect, but in this organization, we Honor the Game and show respect to officials even if they are wrong.*”

Step 3 **Assertive Approach:** Sometimes a person will not respond to gentle interventions.

In these cases you need to be clear about how you feel about this person’s bad behavior and what is expected. Here are some things you can say more forcefully than in Step 2.

“That’s not the way we do things in this organization!”

“Yelling at the official is not Honoring the Game.”

“It’s not okay to act like that in this organization.”

“That kind of behavior has no place here.”

continues



A-16 | How to Intervene (continued)

Stand back from the person so that you don't threaten them by invading their personal space. You want to let them know their behavior is not acceptable, but not escalate this into something even worse. **DO NOT PUT YOURSELF AT PHYSICAL RISK.** If the person becomes abusive or continues to act inappropriately, do not retaliate physically or verbally. Simply withdraw and go to Step 4.

Step 4 *Official Warnings:* If the misbehaving person does not control himself, official sanctions need to take effect. If you are not an official of the organization, contact an official (either a board member or administrator of the organization, or the on-field referee) and tell him or her what is happening so appropriate action can be taken.

If you are an official of your organization (board member, administrator, etc.), you need to take steps to keep this situation from getting out of control. Consult with the head official for the game. The official (or you) should issue a warning to the head coach of the team whose fan is misbehaving. The coach should be told that it is his responsibility to control his fans or the game will not continue. The coach should be directed to talk with misbehaving adults to let them know their actions are unacceptable.

If your organization is a Positive Coaching Alliance partner and its coaches have had PCA training, the coaches should understand that they are responsible for the behavior of their parents in the same way that they are responsible for the behavior of their players.

Step 5 *Removal:* It seldom comes to this, but if so, you need to make sure misbehavior doesn't spread. People watch how organizations deal with misbehavior, learn from it, and behave accordingly. They are more likely to misbehave if they see others getting away with it, and more likely to behave if they see the organization means business.

Self-Removal: At this point, it is time for a league or game official to stop the game and tell the person that the game will not continue until he leaves the premises. (Again, as in Step 4, this should be done in conjunction with the head game official.)

Escorted Removal: If the misbehaving adult refuses to leave, stop the game and call the police to have him removed. It is essential to protect the organization's culture so kids may play the game knowing that people in this organization Honor the Game.

Sometimes just telling people that you are going to evaluate them on certain things is enough to get them to do those things.

Because people tend to do what gets measured, evaluation is one of the most powerful tools you have available to you. But it will only happen if someone commits to do it and follows through to make it happen.

The Coach Evaluation Questionnaires for parents and for athletes serve as companion tools to the Double-Goal Coach's Job Description. Once you've set behavioral expectations with the job description and offered them training, it is important to find out how your coaches are doing from the perspective of the athletes and parents.

EVALUATING COACHES

You need to appoint an evaluation coordinator who is responsible for making this process work. The key is to find an individual who is passionate about evaluating the effectiveness of your organization and its coaches. There are many impediments to getting useful data for an evaluation. He or she should be tenacious about getting evaluation forms out to every parent and player and even more tenacious about getting them back!

Step 1: *Before the season starts, give coaches the "Double-Goal Coach Job Description" telling them what behavior you expect from them. Let them know that parents and players will be surveyed at the end of the season as to how well each coach conformed to those expectations. The job description should also be made available at the Positive Coaching training session.*

Step 2: *Survey parents and players as promised. Give out survey forms toward the end of the season but before the final week.*

Step 3: *Tabulate the responses.*

Step 4: *Send a letter to each coach identifying how his/her players and parents rated him/her against the expectations.*

Step 5: *If the timing allows, use the results of the survey in the selection of the winners for the Positive Coaching Award.*

A-18 | Coach Evaluation Questionnaire for Parents

Please help us evaluate how well we did this season by telling us about your child's coach. Our organization is committed to Positive Coaching Alliance ideals. We expect our coaches to be "Double-Goal Coaches" who strive to win and to help players learn lessons that will help them be successful in life.

A POSITIVE COACH

- Honors the Game by showing respect for the Rules, Opponents, Officials, Teammates and one's Self.
- Redefines "Winner" in terms of Mastery as well as the scoreboard by emphasizing effort, learning and improvement, and rebounding from mistakes rather than fearing them. This is the "ELM Tree of Mastery" (Effort, Learning, Mistakes OK).
- Fills "Emotional Tanks" via positive encouragement so players can play their best.

COACH

TEAM

My child's coach...

	STRONGLY DISAGREE				STRONGLY AGREE			
Honoring the Game								
1 Obeyed the rules	1	2	3	4	5	6	7	
2 Showed respect for officials	1	2	3	4	5	6	7	
3 Treated all players with respect	1	2	3	4	5	6	7	
4 Treated opponents with respect	1	2	3	4	5	6	7	
Redefined "Winner"								
5 Rewarded effort, not just results	1	2	3	4	5	6	7	
6 Helped players learn and improve in the sport	1	2	3	4	5	6	7	
7 Helped players bounce back from mistakes	1	2	3	4	5	6	7	
Filling Emotional Tanks								
8 Used positive reinforcement	1	2	3	4	5	6	7	
9 Encouraged players to do their best	1	2	3	4	5	6	7	
10 Made the sport fun for my child	1	2	3	4	5	6	7	
11 Listened to players	1	2	3	4	5	6	7	

12 Would you like your child to have this coach again? Yes No

Please return this questionnaire to _____ by _____.

A-19 | Coach Evaluation Questionnaire for Athletes

Please help us evaluate how well we did this season by telling us about your coach. We want our coaches to be “Double-Goal Coaches” who strive to win and to help players learn lessons that will help them be successful in life.

A POSITIVE COACH

- Honors the Game by showing respect for the Rules, Opponents, Officials, Teammates and one’s Self.
- Redefines “Winner” in terms of Mastery as well as the scoreboard by emphasizing effort, learning and improvement, and rebounding from mistakes rather than fearing them. This is the “ELM Tree of Mastery” (Effort, Learning, Mistakes OK).
- Fills “Emotional Tanks” via positive encouragement so players can play their best.

COACH

TEAM

My coach...

	STRONGLY DISAGREE				STRONGLY AGREE			
Honoring the Game								
1 Obeyed the rules	1	2	3	4	5	6	7	
2 Showed respect for officials	1	2	3	4	5	6	7	
3 Treated all players with respect	1	2	3	4	5	6	7	
4 Treated opponents with respect	1	2	3	4	5	6	7	
Redefined “Winner”								
5 Rewarded effort, not just results	1	2	3	4	5	6	7	
6 Helped players learn and improve in the sport	1	2	3	4	5	6	7	
7 Helped players bounce back from mistakes	1	2	3	4	5	6	7	
Filling Emotional Tanks								
8 Used positive reinforcement	1	2	3	4	5	6	7	
9 Encouraged players to do their best	1	2	3	4	5	6	7	
10 Made the sport fun for me	1	2	3	4	5	6	7	
11 Listened to players	1	2	3	4	5	6	7	

12 Would you like to play for this coach again? Yes No

Please return this questionnaire to _____ by _____.

People learn what an organization values by seeing what the organization rewards.

Many organizations only reward coaches with the best win/loss record (e.g. choosing the coach whose team has the best win/loss record to coach the all-star team that advances to tournaments). Being the all-star coach is an honor that many coaches strive for. Some YSOs working with PCA pick the most Positive Coach as the all-star coach.

An educational-athletic organization rewards positive coaches who build character in their players as well as teach skills. An effective way to signal to coaches and parents and athletes that your organization values Positive Coaching is to institute a Double-Goal Coaching Award.

Steps to Take

- 1** Find someone to take responsibility for the award. Many good ideas go nowhere because no one has made the commitment to make them happen.
- 2** Distribute nomination forms. You can use the PCA forms or develop your own.
- 3** Pick a selection committee with no potential conflicts of interest such as, for example, board members who are not coaching.
- 4** Don't box yourself in by setting an arbitrary number of winners. You may find that you will want to give more or fewer awards than you originally thought.
- 5** Announce the award at registration to send the earliest possible message. Distribute nomination forms at games several times during the season. People may not know that they want to nominate their coach until they have had some experience with him or her.
- 6** Set a date for the announcement of the winners. An end-of-the-year event (tournament, coach appreciation lunch, etc.) that gets a big turnout, is ideal for giving awards.
- 7** Give a tangible memento for the award. Certificates for dinners or gifts are things that people can buy for themselves. They cannot buy this award – only people who win it get this memento. The best award is something that the winners can put on their wall or desk or wear to places where others will see it. It should have the organization's name on it as well as the winner's name and, if your organization is a PCA Partner, the PCA logo.
- 8** Maximize the impact with a "perpetual" plaque with winners' names listed by year. Display this at coaches' meetings to keep the awareness in people's minds. The plaque lets new coaches know who is seen as an outstanding coach by the organization, so they can emulate or seek that person out if they are inclined. Displaying the plaque at the beginning of the season may inspire coaches to be more positive to try to win the award.
- 9** Nominate one (or more) of your most positive coaches for PCA's national "Double-Goal Coach Award." This award is given annually to coaches who embody the principles of Double-Goal Coaching. Every coach nominated will be listed on the PCA web site for a year. All nominees will also receive a memento from PCA to commemorate their being nominated for this award. Winners will be given an all-expense paid trip to the awards ceremony.

“Research has shown that positive coaching can increase an athlete’s self-esteem and self-confidence which results in more enjoyment from participating, which causes a child to be more likely to continue playing. The key to preventing adult misbehavior in youth sports is a youth sports culture in which all involved “Honor the Game”. Honoring the Game gets to the ROOTS of the matter and involves respect for the Rules, Opponents, Officials, Teammates and one’s Self. You don’t bend the rules to win. You understand that a worthy opponent is a gift that forces you to play to your highest potential. You show respect for officials even when you disagree. You refuse to do anything that embarrasses your team. You live up to your own standards even if others don’t.”

An action that demeans, menaces, intimidates, or injures any youth involved with our program is strictly prohibited. Abuse includes, verbal, physical, mental or emotional behavior. Disciplinary action may be taken by *League Name* when such behavior is deemed in violation of this policy. *League Name* shall determine the level of discipline taken appropriate with the behavior.

Guidelines for denial:

- A.** *League Name* has the authority to deny any applicant, current coach or current Program administrator the privilege of serving in such roles for not meeting any and all risk management criteria as established by *League Name* Executive Board.
- B.** The authority of *League Name* to deny any individual the privilege of serving may not be overruled by an official entity except as allowed in the appeal process.
- C.** *League Name* has adopted the following actions as reasons for exclusion from serving as a coach or administrator:
 - 1. Any conviction for a crime of violence.
 - 2. Any conviction for a crime against a person.
 - 3. Any report of child abuse appearing in official documents.
 - 4. Any record of sexual offenses or sexual misconduct.
 - 5. Admitted uses of/or conviction for use of illegal drugs.
 - 6. Documented history of alcohol abuse, including DUI’s.
 - 7. Intentionally falsifying information on the Disclosure Form.
 - 8. Refusal to fully complete or sign the Disclosure Form.
 - 9. Refusal to submit to any terms under this document.
 - 10. Any other information that casts serious doubts on the applicant’s ability to be entrusted with the supervision, guidance and care of young people.
- D.** Any Affiliated Club or participating League may also deny the privilege of serving as a coach or administrator for not meeting any and all risk management criteria as established by the club board or league commissioner.
- E.** *League Name* shall suspend any coach or administrator that is formally charged with child abuse and/or molestation until the case is resolved pursuant. In such cases the alleged offender shall be advised of his/her appeal rights.
- F.** The *League Name* executive board may suspend any coach or administrator that is formally charged with a criminal offense until the case is resolved pursuant. In such cases the alleged offender shall be advised of his/her appeal rights.

ATHLETES

League Name members have the right to participate in an environment free of alcohol and controlled substances. *League Name* members are not to possess, distribute or be under the influence of alcohol or controlled substances including but not limited to narcotics, inhalants, marijuana or other dangerous drugs. Police arrest, school suspension, possession, distribution or being under the influence of alcohol or controlled substances will result in the member's immediate suspension from all League related activities until a hearing and resolution have been concluded.

COACHES

Will not smoke or use alcohol or drugs while with the team and understand that *League Name* has a no-smoking policy on school and park property.



A-23 | First Aid Kit Items

- First aid manual**
- Emergency procedure outline**
- Latex free gloves**
- Ice packs or plastic bags for ice**
- Athletic tape**
- Adhesive Bandages**
- Elastic wrap**
- Sterile gauze pads**
- Antiseptic wipes**
- Antiseptic solution (Hydrogen peroxide)**
- Antibacterial ointment**
- Hydrocortisone cream (1%)**
- Alcohol wipes or ethyl alcohol**
- CPR mask**
- Antibacterial soap**
- Scissors**
- Splinter tweezers**
- Pen**
- Sunscreen**
- Emergency phone numbers**

For serious injuries:

Serious injuries are when the victim:

- Is unconscious
- Has chest pain
- Has seizures
- Has possible broken bones
- Appears to have been poisoned
- Has trouble breathing
- Has severe bleeding
- Has injuries to the head or neck area
- Is vomiting profusely or is vomiting blood
- Has a severe headache or slurred speech

Steps to take for serious injuries:

- Wear gloves.
- Do not move the victim unless necessary to protect from further danger.
- Do not leave the victim alone unless you are the only person able to call 911.
- Call 911. Give the dispatcher the exact location of the emergency, including any nearby intersections and landmarks. Give your name, the telephone number from which the call is being made, a description of what happened, the number of people injured, the condition of those injured, and any first aid that is currently being given. Do not hang up until you are instructed to do so by the dispatcher.
- If instructed by the dispatcher, offer care to the victim.
- Keep any crowds away from the injured person.
- Have another adult meet the emergency vehicle in front of the facility to direct emergency medical personnel to the scene of the injury.
- If the injured person is a minor, notify the parent/guardian.
- Notify the player agent or other board member.

For minor injuries:

Steps to take for minor injuries:

- Wear gloves.
- Ask the injured person (or if applicable, the injured person's parent/guardian) if he/she would like you to call emergency medical services.
- Offer ice or other first aid.
- Do not attempt to name or diagnose any medical condition.
- Clean or remove all blood-contaminated surfaces, including facilities, equipment, and uniforms.

For all injuries:

- Complete an incident form after the injured person has been cared for.
- If medical assistance was refused by the injured person, note it on the incident form.
- Turn the form into the player agent or another board member.
- Do not disclose any information about the incident to persons other than emergency medical personnel, the board of directors, or the parent/guardian of the injured person.

A-25 | Injury/Incident Report

Date of incident: _____ Time of incident: _____

Site/Facility of incident: _____

Name of injured person: _____

Role of injured person (*circle one*): Athlete Coach Official Spectator Volunteer

Date of birth: _____ Telephone number: _____

Address: _____

Guardian/Parent (*If injured person is a minor*):

Name: _____

Address: _____

Telephone number: _____

Was the parent/guardian contacted about the incident? Yes No Time: _____

Did the incident take place during (*circle one*): Practice Game Other

Name of team: _____ Name of coach: _____

Name of official: _____ Telephone number: _____

Name of witness: _____ Telephone number: _____

Name of witness: _____ Telephone number: _____

Describe the incident and how it occurred: _____

Was any rule violated which contributed to the injury? Yes No

Describe the type of injury and the part of the body injured: _____

Describe the treatment or other actions taken: _____

Name of person giving treatment: _____

Were emergency medical services contacted? Yes No

Was the injured person transported to a medical facility? Yes No

Signature of Coach/Official _____ Date: _____

Please return this form to: _____

A-26 | Budget

Budget Period: Beginning: / / **Ending:** / /

Estimated Expenses

<i>Uses</i>	<i>Amount</i>
Positive Coaching Alliance Training	_____
Positive Coaching Alliance tools	_____
National Governing Body membership	_____
Insurance	_____
Facility rental/expenses	_____
Equipment and Equipment Storage	_____
Uniforms	_____
First aid kits	_____
Coach skills training	_____
Coach CPR and first aid training	_____
Promotional materials	_____
Fundraising expenses	_____
Registration materials	_____
Opening day ceremony	_____
Officials	_____
Clinics	_____
Awards	_____
Transportation/Travel	_____
Beverages/Refreshments	_____
Telephone	_____
Other (Describe) _____	_____
_____	_____
Total Estimated Expenses:	_____



Estimated Revenue

<i>Sources</i>	<i>Amount</i>
Registration Fees	_____
Sponsors and Contributions	_____
Fundraising Events	_____
Car Wash	_____
Garage Sale	_____
Dance	_____
Snack Shack Sales	_____
Raffle	_____
League Merchandise	_____
Candy sale	_____
Other (Describe) _____	_____
_____	_____
Total Estimated Revenue:	_____
Net Revenue (revenue more than expense):	_____

League Signups!

There's still time to sign up for the

NORWEST COUNTY BASEBALL LEAGUE

**Little League-Junior, Senior
and Big League Divisions are
looking for players aged 13-18.**

Cost \$90.00 per player

**For more info call:
415-491-2639**

This program is not sponsored or endorsed by the school district.
The school district does not accept any liability for this program.

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Governing Board and Owner of Print Tech 8605 Folsom Blvd., Sacramento, CA, 95826



Date:
For Immediate Release

Contact: (Name)
(Phone Number)
(E-mail Address)

Headline: **ABC League to Conduct Registration for spring 2009 Youth Baseball**

Sacramento, CA—ABC League registration for the spring 2009 season will be held on March 17, 18, and 19th from 10:00 am to 1:00 pm. Children ages 8 to 12 who live within the City of Sacramento are eligible to enroll to play baseball.

Registration will be held at Lions School. At least one parent or legal guardian must be present with the child's birth certificate and a proof of residence. For more information, call John Brown at (226) 458-0987.

ABC League is a new baseball league starting its first season this spring in Sacramento. As part of a targeted effort to provide the most positive experience for its athletes, ABC League has established a partnership with Positive Coaching Alliance (PCA). PCA, a Stanford University-based non-profit organization, works with coaches, organizational leaders and parents to more effectively teach young athletes not only how to win, but also how to learn about teamwork, discipline, respect and goal-setting through their sports experience.

(If associated with a national governing body, include information about that organization.)



▶ **Month One**

- Week 1 Registration Days
- Week 2 Volunteer Applications Due
- Weeks 3 and 4 Volunteer interviews/Background checks

▶ **Month Two**

- Week 1 Volunteer Selections
- Week 2 Coach Workshop
Parent Workshop
- Week 3 Evaluation Day
Team Selection
- Week 4 Team Meetings
Practice Begins

▶ **Month Three**

- Week 1 Fundraiser
- Week 3 Car Wash

▶ **Month Four**

- Week 1 Opening Day

▶ **Month Six**

- Week 3 End of Season
- Week 4 Championships

▶ **Month Seven**

- Week 1 Awards Ceremony

A-30 | Registration Timeline

Four months before registration

- Determine location
- Make flyers/promotional items
- Make registration forms

Two months before registration

- Begin general league promotion
- Check school enrollment and get permission to distribute flyers at schools

One month before registration

- Make copies of flyers
- Distribute flyers
- Hang registration signs/promotional items
- Send out registration public service announcements
- Find volunteers for registration
- Find cash drawer and other supplies

Day of registration

- Bring supplies
- Set-up signage
- Check for accuracy on registration forms
- Verify ages of registrants

A-31 | Registration Form

Player Name _____

Address _____ Phone _____

Birthdate _____ Age _____

Gender _____

Siblings in the league: Yes No Name of Siblings: _____

Emergency Contact _____ Relationship to Player _____

Emergency Telephone _____

Physician Name _____ Physician Telephone _____

Physician Address _____

Hospital Preference _____

Medical Insurance Carrier _____ Policy _____

Please list any medical problems _____

Parents/Guardians

Name _____ Name _____

Phone _____ Phone _____

Work Phone _____ Work Phone _____

Employer _____ Employer _____

E-mail _____ E-mail _____

Positions I am willing to volunteer for: *Please circle one or more*

Coach Assistant Coach Team Coordinator Culture Keeper Official

I, the undersigned parent or legal guardian of the above player, give my approval for the above player to participate in any and all ABC league activities.

I, the undersigned parent or legal guardian of the above player, authorize the above player to be treated by Certified Emergency Personnel in the case of an emergency.

I, the undersigned parent or legal guardian of the above player, acknowledge that participation in (sport) involves risk of serious injury, including permanent disability and death.

For myself, and on behalf of the above player, I willingly and voluntarily assume and accept personal responsibility for all such risk.

I, the undersigned parent or legal guardian of the above player, hereby release and agree to hold harmless ABC League, its volunteers, officials, sponsors, and any other representatives from any and all claims, demands, costs, expenses and compensation arising out of any injury to my child whether of negligence or for any other cause.

Parent/Guardian Signature _____ Date _____

To: Parents

From:

Date

This is an important document about the upcoming season. Please take the time to read it carefully. Thank you.

Our organization is committed to the principles of Positive Coaching Alliance and against a “win-at-all-cost” mentality. PCA calls a Positive Coach a “Double-Goal Coach™.” A win-at-all-cost coach has only one goal – to win. A Positive Coach shares that goal (wants to win) but has a second goal that is even more important – to use the sports experience to help young people learn “life lessons” and positive character traits that will help them be successful throughout their lives.

Help us promote the three PCA principles which have the power to “transform youth sports so that sports can transform youth.” The three principles, explained in this letter, are:

- 1) **Redefining “Winner,”**
- 2) **Filling the Emotional Tank, and**
- 3) **Honoring the Game.**

1 REDEFINING “WINNER”

In professional sports (which is entertainment), there is only one goal – to have the most points at the end of a contest. However, in youth sports (which is education), there is a SECOND GOAL: to produce young people who will be WINNERS IN LIFE.

To help our children get the most out of competitive sports, we need to redefine what it means to be a “winner.” Winners are people who:

- *Make maximum effort.*
- *Continue to learn and improve.*
- *Refuse to let mistakes (or fear of making mistakes) stop them.*

This is called a Mastery Orientation. PCA says that the Tree of Mastery is an **ELM** Tree where **ELM** stands for **E**ffort, **L**earning, and rebounding from **M**istakes.

If our athletes keep these things in mind, they will develop habits that will serve them well throughout their lives.

There is an added benefit. Athletes who are coached with a Mastery Orientation tend to have reduced anxiety and increased self-confidence. And when athletes feel less anxiety, they are more likely to have fun playing their sport and to do better!

Here's how you can help:

- 1) Tell your child that it's OK to make a mistake.
- 2) Let your child know you appreciate it when he tries hard even if unsuccessful.
- 3) Ask rather than tell. Try to get your child to talk about her play rather than telling her what you think about it. Ask open-ended questions to get her to talk (e.g., “What was the best part of the game for you?”)
- 4) Recognize that Mastery is hard work. Let the coaches criticize your child's play. Tell your child you are proud of him regardless of the outcome of the game.

continues

2 FILLING THE EMOTIONAL TANK

Research shows that the home team wins about 60% of the time because of the emotional support a team receives when it plays in front of its own fans. Like gas tanks in cars, athletes have “**Emotional Tanks**” that need to be filled to do their best.

There will be times when you need to correct and criticize. Research has shown that a “Magic Ratio” of 5:1 (praise to criticism) is ideal. Help us achieve this Magic Ratio with your child.

Here's how you can help:

1) Your #1 job is to fill your child's Emotional Tank.

Encourage him regardless of what happens in the game.

2) Try not to give your child a lot of advice

(which after a tough game can seem like criticism, which drains a person's tank). Remember, it's difficult to do well with a low tank. When she makes a mistake, you might say, “Don't worry. Let's get the next one. You can do it.” After tough losses, it's often helpful to acknowledge feelings of disappointment. For example, you might say “I can imagine you must be disappointed to have lost.”

3) Use the “3-Pluses-and-a-Wish” technique.

Before you give advice, find three good things about your child's performance. Phrase the advice as a wish:

- *You really tried hard in the game today (Plus #1).*
- *I also saw you filling your teammate's Emotional Tank after he made a mistake (Plus #2).*
- *And that play you made toward the end of the game shows how much you are improving (Plus #3).*
- *I wish you wouldn't get down on yourself when you make a mistake.*

If you can't come up with three pluses, don't say the wish because then it may drain his emotional tank rather than fill it.

4) Remember the Magic Ratio*

Praise your child about 5 times for every time you criticize. If you do, she will be better able to hear your criticism without becoming defensive.

** It's called the Magic Ratio because great things happen when we get close to it with our children.*

3 HONORING THE GAME

Honoring the Game gets to the **ROOTS** of positive play, where **ROOTS** stands for respect for

Rules,
Opponents,
Officials,
Teammates, and one's
Self.

- **Rules:** We don't bend the rules to win.
- **Opponents:** A worthy opponent is a gift that forces us to play to our highest potential.
- **Officials:** We treat officials with respect even when we disagree.
- **Teammates:** We never do anything that would embarrass our team on or off the field.

- **Self:** We live up to our own standards regardless of what others do.

Here's how you can help:

1) **Let your child know that you want him to Honor The Game.** Discuss the meaning of each element of ROOTS with your athletes.

2) **Be a good role model.** Honor the Game when you attend games. Cheer both teams when good plays are made. If, in your opinion, an officiating mistake is made, be silent! Use this as an opportunity to think about how difficult it is to officiate a game perfectly.

3) **Encourage other parents to Honor the Game.**

A-33 | Sample Volunteer Job Description



(For more information on the positions of Double-Goal Coach and Culture Keeper, see the Double-Goal Coach Job Description and the Role of Culture Keeper, also in the appendix.)

Position Title: Team Coordinator

League Name: ABC League

Sport: Baseball

Basic responsibilities of position:

The team coordinator must commit to serving in this position from February 15th to May 15, 2009. The team coordinator is responsible for communicating the practice and game schedule and any schedule changes to all players and parents/guardians on the team. The team coordinator is also responsible for ensuring that all emergency procedures are being followed during practice and games. The team coordinator will coordinate after-game snacks, any team fundraisers, and other team events. The team coordinator will also assist the coach and culture keeper on additional tasks as needed, including working to provide a fun and positive culture for the players.

Qualifications:

Must be at least 18 years old

Successfully complete an application and provide necessary background information

Contact for this position:

Tom Smith, Board Vice President

Phone: (292) 322-4622

A-34 | Volunteer Application

ABC League Coach Application

Name: _____ Date of Birth: _____

Address: _____ Home Phone: _____

_____ Work Phone: _____

E-mail: _____ Social Security Number: _____

Drivers License Number and State: _____

Previous Address: _____ Date of Occupancy: _____

(within last 5 years) _____

Present Employer: _____ Address: _____

Position: _____

Supervisor: _____ Date of Employment: _____

Past Employer: _____ Address: _____

Position: _____

Supervisor: _____ Date of Employment: _____

Past Employer: _____ Address: _____

Position: _____

Supervisor: _____ Date of Employment: _____

Professional Reference: _____ Address: _____

Phone: _____ Relationship: _____

Personal Reference: _____ Address: _____

Phone: _____ Relationship: _____

Have you ever been convicted of or pled guilty to any crime? Yes No

If yes, please explain: _____

Have you ever been involved in an incident of crime against a child? Yes No

If yes, please explain: _____

Have you ever had or do you have a problem with drugs and/or alcohol?

Yes

No

If yes, please explain: _____

What is your coaching background? Include sports coached, years coaching, level of play, and names of organizations coached for.

What experience do you have working with children?

Why are you interested in volunteering for this league?

What does positive coaching mean to you?

What do you hope to gain by volunteering for ABC League?

I certify that all of the statements in this application are correct to the best of my knowledge. I also certify that I have not withheld any information that would affect my application.

I authorize ABC League to verify my prior employment, experience, references, criminal background, and any other information included on this application. I give my permission to ABC League to obtain information relating to my criminal history record. I release and agree to hold harmless ABC League, and any person or organization providing information to ABC League, in their attempt to verify the information in this application.

I understand that any person convicted of a felony or crime against a child will not be allowed to coach in the ABC League.

Name (Printed): _____ Date: _____

Signature: _____

A-35 | How to Approach a Sponsor

You can use several different strategies when approaching potential sponsors. Some boards of directors look for general league sponsors and then use the money for league expenses. Other leagues try to find one sponsor per team. If a business sponsors a particular team, the name of the business is often put onto that team's uniform.

Sponsors are often more willing to sponsor a specific item, such as the uniform cost for a team or the purchase of goal posts for the league, than just give money to the league for general purposes. The sponsor then knows exactly what his money is going to and his name may also be put on that item specifically. Sponsors are also more eager to sponsor leagues that are official nonprofit organizations. A sponsor may be more hesitant to offer money if he cannot get a tax write-off.

When approaching a sponsor, be prepared with information about the league, ideas on how the sponsor's name would be promoted, and a number of how much you would like the sponsor to give. Bring the potential sponsor a packet of information about your league, such as the age, gender, and residency of participants, league mission statement, and other structural information. In that packet, include information on the ways that your league would promote the sponsor, such as at Opening Day, on the back of uniforms, etc. If possible, try to find out if the business has sponsored other leagues, and how much it generally gives. When deciding on how much you want to ask the sponsor for, take that number into consideration. If you are trying to get the sponsor to cover a particular expense, like uniforms, then ask the sponsor for the amount that would cover that cost.





A-36 | Tips for In-Person Registration

- **Get a group of volunteers who are willing to distribute and collect forms on the day/days of registration.**
- **Try to find volunteers who are very friendly and will make parents/guardians feel comfortable.**
- **Try to also find volunteers who speak a variety of languages, so that they can help parents who are not fluent in the English language to complete the forms.**
- **Designate one or two volunteers to stand near the door to pass out forms to parents as they enter.**
- **Have other volunteers who will then help the parents in completing these forms.**
- **Designate one or two other volunteers to sit at a table and collect the forms. These volunteers should review the forms to make sure that they have been fully completed. These volunteers will also collect the registration fees and check birthdates, if necessary.**
- **Registration is a great way to not only get players for your league, but volunteers as well. Ask parents to volunteer to help with fundraisers, or see if they have an interest in becoming a coach. Try to get each parent to volunteer for some role in the league, no matter how small.**
- **Don't forget your supplies. You will need pens, staplers, paper clips, name tags, and boxes to sort the forms. You may also wish to provide coffee, water, or some light refreshments for the parents.**

How does an organization implement an effective recruitment campaign? Here are some elements.

- 1** *Appoint a Recruitment Manager:* The person in charge of recruiting coaches ideally will be an out-going, sales-oriented individual who is not bashful about selling the organization to prospective coaches. However, the most important assets this person brings to the job are determination and persistence. He or she will simply not stop until the YSO has the coaches it needs.
- 2** *Develop Your Message:* Using ideas from the organization's mission statement, develop the message that you want to use in your recruitment campaign. The general idea: "This is not just another sports organization. This is an organization that is developing young people on the field and off. We're looking for people that care about kids and love this sport and want to be part of an exciting organization."

Emphasize the benefits your YSO brings to coaches (e.g., coaching clinics, your embracing of Positive Coaching Alliance principles, the chance to make a difference, etc.) in your written materials. If your YSO is formally aligned with Positive Coaching Alliance as a PCA Partner, stress that in your materials, as it may give local journalists an angle for writing a story.
- 3** *Advertise:* Research the options for getting the word out in your area. Newspapers, parent magazines, and radio public service announcements (PSAs) are potential targets for announcements. Many newspapers have a weekly section on physical activity opportunities. Find out what is possible and write a notice that can appear in each.
- 4** *Start Early:* Get recruiting notices out well before you will need coaches. For example, if your season starts in September, you will want to start getting notices out by May.
- 5** *Follow-up:* There are many ways that notices can get lost on the way to print. After the notices are sent to the local media, follow up with phone calls to make sure they were received and will run, and to see if there is anything else needed.
- 6** *Keep It Up:* They say in advertising, "They have to hear the jingle 7 times before they buy the toothpaste." Resubmit notices every week until you have the coaches you need.
- 7** *Information Sessions:* Consider holding one or more informational sessions for prospective coaches. This can be a hook for your media notices and a way for individuals to check you out before they have to decide.
- 8** *Target High-Potential Areas:* Focus on local institutions where potential coaches congregate. Local colleges are filled with undergraduates who played varsity sports in high school but are not competing at the collegiate level. Many of them would love to stay in contact with the sport through coaching. Community colleges often have physical education or coaching education courses or programs. High school athletes might be interested in becoming assistant coaches.
- 9** *Enlist Current Coaches as Recruiters:* Ask your current coaches to bring a friend into the organization to coach. Many youth coaches get started because a friend asked them to help coach. They then go on to coach their own team. You might even experiment with a "bounty" in which a current coach would receive some kind of reward (a cap, etc.), if they successfully recruit additional coaches.
- 10** *Seek Out Mothers as Coaches:* Often the father coaches, even for girls' teams. You can encourage mothers to consider coaching, perhaps initially as an assistant coach, if they feel unprepared to be a head coach. Many women have an intuitive understanding of the elements of Positive Coaching but may not believe they know enough about the technical aspects of the sport. By offering clinics and giving the option of starting as an assistant coach, you may be able to tap into a much larger pool of potential coaches.
- 11** *Evaluate:* At the end of the season, pull together a focus group of coaches and ask them how the season went, what they appreciated about the organization, what could be improved, and what ideas they have for getting more coaches. Also solicit testimonials from coaches that can be used in the next season's marketing materials.

A-38 | Checklist for Maximizing Workshop Attendance



- Consider making attendance mandatory for Coaches. Volunteer coaches and veteran coaches, alike, will gain valuable training and walk away from their PCA workshop with relevant, new tools to use at their next practice. This is a critical step in maximizing the return on your organization's investment.
- Get the word out to Coaches and Parents at least 4 – 6 weeks prior to the workshop! We're here to help – PCA will share email templates* and flyers that your organization can customize to promote your PCA events. Incorporate the event notice into all your organization's media, including:
 - website
 - pre-season materials
 - newsletters
 - on-site at pre-season events, registration & opening day
- Ask Coaches & Parents to RSVP by specified date.
- Inform Coaches & Parents of the benefits of PCA workshops! Attendees need to know they will take home tools to use right away.
- Have Coaches inform Parents about Parent workshops and personally encourage them to attend. In addition, identify team parents who are willing to call and remind fellow parents about the workshops.
- Consider holding Parent workshop in conjunction with another event like registration or uniform pick-up, but be VERY CLEAR about what event will entail (and time), so parents don't feel tricked into attending.
- Have a prize for the team that has most coaches/parents attend. Consider having door prizes or a simple raffle at each workshop.
- Get the word out to your local news media! PCA will share press release templates with your organization, so you can customize the news story and send to your local newspapers and radio stations.

**Contact us via our website, www.positivecoach.com, or call toll-free 866.725.0024.*

A-39 | League and Officials' Schedules

Sample League Schedule

Division	Location	Date	Time	Teams
12U	Red Park	Saturday, March 13	9:00 am	A's vs Heat
10U	Lions Field	Saturday, March 13	9:00 am	Majestics vs Bombers
12U	Red Park	Saturday, March 13	11:00 am	Blue Angels vs Rams
10U	Bryant School	Wednesday, March 17	4:00 pm	Bandits vs Warriors
12U	Red Park	Saturday, March 20	9:00 am	A's vs Blue Angels
10U	Lions Field	Saturday, March 20	9:00 am	Majestics vs Bandits
10U	Lions Field	Saturday, March 20	11:00 am	Bombers vs Warriors
12U	Bryant School	Tuesday, March 23	4:00 pm	Heat vs Rams

Sample Officials' Schedule

Location	Date	Time	Teams	Official
Red Park	Saturday, March 13	9:00 am	A's vs Heat	Bob Simpson
Lions Field	Saturday, March 13	9:00 am	Majestics vs Bombers	Tina James
Red Park	Saturday, March 13	11:00 am	Blue Angels vs Rams	Terry Lake
Bryant School	Wednesday, March 17	4:00 pm	Bandits vs Warriors	Dawn Black
Red Park	Saturday, March 20	9:00 am	A's vs Blue Angels	Bob Simpson
Lions Field	Saturday, March 20	9:00 am	Majestics vs Bandits	Lindsay Tang
Lions Field	Saturday, March 20	11:00 am	Bombers vs Warriors	Dave Peters
Bryant School	Tuesday, March 23	4:00 pm	Heat vs Rams	Tina James

Rain-out Phone Number: (123) 456-7890

The team listed first is the home team.

1 Welcome and Introductions

- Coach's background as athlete, coach, parent, etc.
- "We're going to be spending a lot of time together so let's get to know each other"
 - Each person share their best, worst or funniest personal moment in sports

2 Coaching Philosophy

- Our team values
 - Honoring the Game/ROOTS of Positive Play
 - Filling the Emotional Tank
 - The ELM Tree of Mastery
- Dealing with mistakes in competition/Team Mistake Ritual
- Policy on playing time, missing practices, etc.

3 Goals and Hopes for the Season

- Coaches Goals & Hopes
- Parent Goals & Hopes

4 Logistics About the Season

- | | |
|---------------------|-------------|
| ■ Practice schedule | ■ Equipment |
| ■ Game schedule | ■ Other |
| ■ Phone lists | |

5 Ask for Volunteers

- | | |
|-----------------|------------------|
| ■ Snacks | ■ Rides |
| ■ Score keeping | ■ Culture Keeper |

6 Meeting Adjourns



A-40 | Parent Meeting Agenda (continued)

A pre-season parent meeting is a wise investment. People tend to live up to expectations if they know them. A meeting can help mold the behavior of your athletes' parents.

The most effective way to have your pre-season parent meeting is in a private setting (such as the home of one of the coaches or parents) where you can have the full attention of the group. If this is not possible, then the meeting could be scheduled before one of the first practices or games when the parents would need to be delivering their kids anyway.

WELCOME & INTRODUCTION: Share how excited you are about the upcoming season and having their children on your team. Share some of your relevant background as an athlete, coach, parent, etc.

COACHING PHILOSOPHY: Share your values as a Double-Goal Coach. Give them the PCA Parent Letter describing the 3 principles – Honoring the Game, Filling the Emotional Tank, the ELM Tree of Mastery – and talk about each of them. Ask for questions on each before you go on to the next. Ask for their support in building a team culture (“the way we do things here”) that will reinforce those principles. Ask a “what-if” question: “What if the official makes a bad call against our team? Will you be able to set a good example for the players and Honor the Game?”

Because mistakes are such a motivational problem, share the Mistake Ritual you intend to use with your team and ask them to reinforce it from the sidelines.

Share your policy on playing time, missing practice, etc. Future problems can be avoided by being clear now. If missing practice means less playing time, for example, let parents know that. Let them know when they can contact you (at work during the day, only in evenings, etc.)

GOALS & HOPES FOR THE SEASON: In addition to goals such as winning games, qualifying for playoffs, etc., some goals you might want to consider:

- Every athlete will love the sport *at least as much* at the end of the season as at the beginning
- Every athlete's skills and tactical knowledge of the sport will improve
- Every athlete will get chances to test himself/herself in game situations
- Every athlete will want to play the sport again next year
- The parents will enjoy the season as much as the athletes

Ask parents about their goals and hopes for the season. This may give insight into the players' motivation. You don't have to respond to everything right then – you can think about it and talk with parents later if they express goals that are inconsistent with your values.

LOGISTICS: Make sure everyone has practice and game schedules. Hand out a phone list (or get people to sign up on a list for distribution later). Make sure they understand what equipment their children will need, etc. Leave plenty of time for questions.

ASKING FOR VOLUNTEERS: Your parent meeting is a good time to ask parents to volunteer for any duties you need help with, such as: snack coordinator, scorekeeper, bat-a-thon coordinator, team banner designer, etcetera.

A-41 | Role of the Culture Keeper

A Culture Keeper helps shape the culture of a youth sports team and/or organization. Culture is simply “the way we do things here.” The bedrock of a positive youth sports culture is Honoring the Game.

A Positive Youth Sports Culture involves not only the coaches and athletes, but also parents and fans. That’s where you come in. The Culture Keeper’s job is to spread the word about Positive Coaching to parents and fans on the sidelines. Here’s how:

Become familiar with the three principles of Positive Coaching (Honoring the Game, Redefining Winner, and Filling the Emotional Tank). Read PCA material, check out the PCA web site (www.positivecoach.org) for more information. Ask the coach about anything you don’t understand. In particular, memorize the elements of Honoring the Game (ROOTS) which include respect for



Rules
Opponents
Officials
Teammates
Self

Get to know other parents on the team at the beginning of the season. Talk with them about your role early on and ask for their support on the sidelines during games. Make sure they have seen the PCA Parent Letter and ask if they have any questions about it. If they haven’t, give them a copy.

Model the Behavior You Want to See. Parents pick up on each other’s behavior. If you harp at officials, other will be more likely to do the same. If you are calm and focused, it will be easier for them to act like you.

As the season progresses, continue to keep the idea of Honoring the Game alive with all the parents.

Welcome new families to the program and let them know up front “How we do things here.”

Give occasional pre-game talks to the fans on the sidelines. Remind everyone to “Honor the Game”, support all the athletes and to have FUN!

Be visible on the sidelines. Wear an “Honor the game” button to games and carry Honoring the Game cards and stickers with you to give to parents (Available from PCA’s on-line store at www.positivecoach.org or call toll free 866-725-0024). Take the lead and demonstrate to others how to Honor the Game. Acknowledge those participants “doing it right.” People tend to do what gets rewarded – so thank those who Honor the Game.

Don’t forget to enjoy the season. It’s going to be a great one.

A-42 | Sample Script for Opening Day



- Thank everyone for coming and introduce yourself.
- Briefly describe the process you and the board of directors participated in to create the league, including when the process started and who was involved in it.
- Thank the board of directors and other people who helped establish the league (parks and recreation department staff, schools who helped in distributing flyers, etc.)
- Acknowledge and thank any sponsors or local businesses who helped to support the league.
- Read the mission statement and goals of the organization to the parents and coaches. Remind them that great organizations have compelling mission statements that they never lose sight of. (Ideally you will have copies of the mission statement in the material given out to people at this event so you can ask them to refer to the mission statement while you read it and talk about its importance.
- Explain the board's expectations for how all people involved with the league should behave during games and practices. (As with the mission statement, you can refer them to the Honor the Game cards while you talk about this.) Let them know that these expectations are designed to make sure that all involved enjoy themselves and the league mission is achieved.
- Announce and explain the Double-Goal Coach award (ideally nomination forms should be in the material handed out to people so you can refer people to that form when you talk about this). Ask for their help in nominating coaches who deserve to be recognized.
- If there are any specific league dates or other important information that parents should know, share that information now.
- Thank everyone for coming out and encourage them to have a good time.

(Date) _____

(Organization Name)
Player Rating Form for Coaches

To help balance teams next year, please rate the players on your team by the following scale.

Note: Rate each player compared to **all** players in the **league** not just those on your team.

Many teams may not have any superstars or very weak players.

Coach's Name: _____

Team Name: _____ Team's Division: _____

Player Name / Age	Ranking									
	<i>Very Weak</i>									<i>Super Star</i>
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10
_____ / _____	1	2	3	4	5	6	7	8	9	10

Note: Please don't share this information with players, parents or other people. It is intended solely to balance teams. Help us avoid bad feelings among players or parents.

Return to _____ at _____ by _____

A-44 | Sample Coach Evaluation Summary

Dear Coach,

Thank you for volunteering as a coach for the ABC League this season. ABC League would not be able to provide an opportunity for children to play and grow without the commitment from coaches like you. The league greatly appreciates the time and energy you gave as a coach to help the youth of our community have a good experience

In order to determine how well ABC League is striving towards its goal of positive coaching, the players and parents on each team were asked to provide feedback on the coaches. Below you will find a summary of your individual scores and the league averages. The league hopes that this feedback will help you to recognize both your strengths and the areas that could be improved upon.

Your players and their parents used a 7-point Likert Scale to rate the items below. A score of one indicated they “strongly disagreed” with the item while a score of seven indicated they “strongly agreed” with the item.

Please feel free to contact me at _____ if you’d like to talk about this.

Sincerely,

(name)

	League Average	Your Score
Honoring the Game		
1. Obeyed the rules	_____	_____
2. Showed respect for officials	_____	_____
3. Treated all players with respect	_____	_____
4. Treated opponents with respect	_____	_____

Comments: _____

Redefined “Winner”

5. Rewarded effort, not just results	_____	_____
6. Helped players learn and improve in the sport	_____	_____
7. Helped players bounce back from mistakes	_____	_____

Comments: _____

Filling Emotional Tanks

8. Used positive reinforcement	_____	_____
9. Encouraged players to do their best	_____	_____
10. Made the sport fun for my child	_____	_____
11. Listened to players	_____	_____

Comments: _____

12. Would you like to have this coach again?	_____	_____
--	-------	-------

A-45 | Sample Coach's Feedback Form

(Date) _____

**(Organization Name) 2008-9 Season
Coaches Survey**

1) How would you rate the 2004-5 Season overall? (Circle one)

Terrible	Pretty Bad	OK	Pretty Good	Outstanding
1	2	3	4	5

2) How would you rate:

	<i>Terrible</i>	OK	<i>Outstanding</i>
Organization of league	1	2	3
Quality of officiating	1	2	3
Positive Coaching Alliance Clinic	1	2	3
Skills Clinic	1	2	3
Relationship among coaches	1	2	3
Behavior of players	1	2	3
Game Day Operations	1	2	3
How much fun you had	1	2	3
Behavior of parents	1	2	3

3) What were the best things about this season?

4) What needs to be improved for next season?

5) Please write the names of any coaches that set a good example (positive with players, good sportsmanship, teaching ability)

6) Are you interested in coaching next year?

	Yes	Maybe	No
If so, which level (circle all that apply)	5-6	7-8	9-10
			11-12
			Anywhere needed

7) Your name (optional) _____

Please use the back for any further comments.

Positive Coaching Alliance is proud to announce the “Double-Goal Coach”® Award Program.

Positive Coaching Alliance is committed to making a new mental model of coaching the “industry standard” for youth sports. The Double-Goal Coach model is intended to replace the “win-at-all-cost” model ruining youth sports today. A Double-Goal Coach: a) Redefines “Winner,” b) Honors the Game and c) Fills Players’ Emotional Tanks. Double-Goal Coaches want to win (goal #1) but have a second, more important goal – to help players develop positive character traits that will help them be successful in life. (For more information about the Double-Goal Coach Mental Model, please see our web site at <http://www.positivecoach.org> and click on “Coaches”)

Promoting this model and honoring coaches who exemplify its vision in their programs is the essence of the Double-Goal Coach Award. This annual award will recognize approximately five coaches, from throughout the United States, whose actions and programs not only teach players athletic skills but also help them develop skills that will serve them well throughout their lifetimes.

Award Criteria

Nominees will be assessed on the basis of how closely their coaching actions and programs exemplify the Double-Goal Coach Model.

All candidates are expected to be Double-Goal coaches who:

1. *Redefine what it means to be a “Winner” for their players and parents;*
2. *Honor the Game by teaching and demonstrating respect for the rules, opponents, officials, teammates and themselves;*
3. *Fill their players’ “Emotional Tanks.”*

Award Eligibility

Coaches eligible for the PCA Double-Goal Coach Award must meet these requirements:

1. *Their coaching experience must be with athletes of high school age or younger.*
2. *They must have at least two years of experience as a head coach.*
3. *They must have been actively coaching within the past two years.*

Selection and Notification

PCA staff will select about 15 award finalists from nominees. The Double-Goal Coach Award Selection Committee – comprised of elite Double-Goal coaches – will choose approximately five national winners.

Award finalists will be notified in January, and winners will be announced in February.

Winners will be announced at the PCA National Awards Ceremony, an annual event held each spring in the San Francisco Bay Area. Each winner will receive a Double-Goal Coach Award trophy and an expense-paid trip to accept the award. Each recipient will also receive a complimentary seat for one guest at the ceremony, attended each year by upwards of 300 people.

Award Nominations and Deadlines

Anyone – a coach, player, parent, official or administrator – can nominate a coach for the Double-Goal Coach Award. PCA trainers, PCA employees and immediate family members of PCA employees are not eligible to receive PCA Double-Goal Coach Awards.

The attached Double-Goal Coach Award application must be submitted to Positive Coaching Alliance either postmarked or faxed annually by November 30.

For additional information, please contact Positive Coaching Alliance at 866-725-0024, by email at pca@positivecoach.org or go to our web site at www.positivecoach.org and click on “Events.”

Coach Information *(to be completed by Nominator)*

Coach's Name: _____

Work Phone: _____

Home Phone: _____

E-mail address: _____

Street Address: _____

City: _____

State, Zip: _____

Name of team(s) coach is currently coaching:

Sport(s) currently coaching: _____

Please indicate the number of years coaching at each level:

High school: _____ Junior High School: _____ Elementary School: _____

Club Sport (name sport): _____ Community Recreation: _____

Please list any important coaching accomplishments/awards received: _____

Please send a recent photograph of the coach.

Testimonials *(to be completed by Nominator and 3–5 others)*

Written testimonials must be completed both by the Nominator, and by a minimum of three and a maximum of five individuals who are familiar with the nominee's coaching experience. Testimonials can be submitted by current or former players, parents of players, youth sports administrators or others. (If the nominee's team includes athletes younger than high-school age, at least one of the testimonials should be written by an adult.)

Please write your testimonial on a separate sheet of paper. The testimonial should describe how the coach being nominated exemplifies the Double-Goal Coach Model. Use specific examples and anecdotes when possible, highlighting ways in which the coach Redefines "Winner", Honors the Game and Fills Emotional Tanks.

Please include the following information with your testimonial:

- | | |
|------------------------|---|
| 1. <i>Coach's name</i> | 4. <i>Your email</i> |
| 2. <i>Your name</i> | 5. <i>How you know coach (parent, athlete, administrator, etc.)</i> |
| 3. <i>Your phone</i> | 6. <i>Your signature (required) and the Date</i> |

Submitting Applications

Return the completed application to: Double-Goal Coach Award, Positive Coaching Alliance, 1004B O'Reilly Avenue, San Francisco, CA 94129.

Applications may also be downloaded from our web site (<http://www.positivecoach.org>, click on "Events") or faxed to us at 415-202-0716.

APPLICATIONS MUST BE POSTMARKED OR FAXED BY NOVEMBER 30 ANNUALLY.

Positive Coaching Alliance

1001 N. Rengstorff Ave., Suite 100, Mountain View, CA 94043

www.positivecoach.org • pca@positivecoach.org

Phone: 866-725-0024 • Fax: 650-969-1650

Board of Directors

www.boardsource.org

(BoardSource, Questions and answers on a variety of board topics)

www.boardseat.com/Articles.asp

(BoardSeat, Frequently asked questions about boards)

Nonprofit Organizations

www.nonprofits.org/npofaq/

(Internet Nonprofit Center, Information on organization, management, regulation, resources, and development)

www.nonprofit.about.com/

(Nonprofit Charitable Organizations, Information on leadership, fundraising, volunteers, etc.)

www.managementhelp.org/

(Free Management Library, Information on a variety of topics including boards, advertising, fundraising, and volunteers)

www.compasspoint.org

(Compass Point Nonprofit Services, Offers workshops and other nonprofit support)

www.allianceonline.org/FAQ

(Alliance for Nonprofit Management, Frequently asked questions on a number of board and nonprofit topics)

www.uwex.edu/li

(University of Wisconsin Extension and Society for Non-profit Organizations, Links to a variety of nonprofit websites)

www.nutsbolts.com

(Non-profit Nuts & Bolts, monthly nonprofit newsletter that also has free articles on topics like fundraising and volunteer management)

Board Meetings

<http://arts.endow.gov/resources/Lessons/DUNCAN1.HTML>

(National Endowment for the Arts, Effective Meeting Facilitation)

Volunteers

www.energizeinc.com/art.html

(Volunteer Management Library)

www.nonprofitrisk.org/csb/csb_mgv.htm#mgvtop

(Managing Volunteers within the Law)

Creating League Divisions

http://ed-web3.educ.msu.edu/ysi/Spotlight2000/matching_youth_in_sport_by_matur.htm
("Matching Youth in Sport by Maturity Status," Institute for Study of Youth Sports)

Fundraising

www.yssupplierzone.com
(Youth Sports Supplier Zone)

www.common-threads.com
(Common Threads, Fundraising)

www.naysi.com/fundraising.htm
(North American Youth Sport Institute)

Insurance

www.yssupplierzone.com
(Youth Sports Supplier Zone)

www.midlandinsurance.net
(Midland Insurance)

League Websites

www.eteamz.com
(E-teamz)

www.ysusa.com/
(Youth Sports USA)

Background Checks

www.choicepoint.net
(Choice Point, Background Checks)

safeonfirst.com
(Safe on First)

volunteer.rapsheets.com
(Rapsheets)

Equipment

www.yssupplierzone.com
(Youth Sports Supplier Zone)

www.sportsdepot.com/index.html
(Sports Depot)

www.blackwatersports.net/
(Blackwater Sports Sporting Goods)

www.soccersupplies.com/
(Soccer Supplies)

www.buy-sports-equipment.com/
(Buy Sports Equipment)

www.sportsequipmentquotes.com/
(Sports Equipment Quotes)

www.activesportsshed.com
(Active Sports Shed)

www.hitrunscore.com
(Hit! Run! Score! Sporting Goods)

Field/Equipment

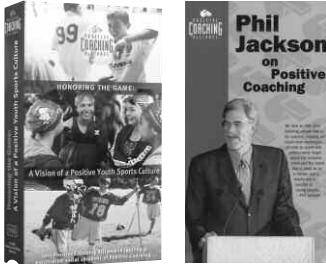
www.port-a-field.com
(Company providing portable athletic field boundaries)

www.sportsfacilityinfo.com/index.htm
(Information on facility maintenance and products)



Experience the essence of Positive Coaching through Jim Thompson's three books, *Positive Coaching*, *Shooting in the Dark*, and *The Double-Goal Coach*. Each book addresses a different facet of positive coaching. For more information, visit our website at www.positivecoach.org.

- **Positive Coaching** by PCA Founder Jim Thompson (Book)
PCA Special Price: \$19.95 / Partners: \$16.95
- **Shooting in the Dark** by PCA Founder Jim Thompson (Book)
PCA Special Price: \$18.95 / Partners: \$16.11
- **The Double-Goal Coach** by PCA Founder Jim Thompson (Book)
PCA Special Price: \$13.95 / Partners: \$11.86



Our *Honoring the Game* video provides those involved in youth sports a glimpse of a positive sports culture in action!

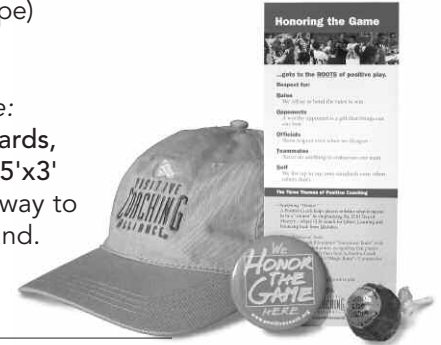
- **Honoring the Game** (10-min VHS tape) • Regular: \$8.95 / Partners: \$7.61

Listen to Phil Jackson, Head Coach of the Los Angeles Lakers, and other coaches talk about how they've used positive coaching techniques successfully in their own careers. (VHS tape)

- **Phil Jackson on Positive Coaching** (40-min VHS tape)
Regular: \$9.95 / Partners: \$8.46



- **Additional materials to reinforce the PCA culture:**
The stylish PCA baseball cap, Honor the Game cards, buttons and stickers, We Honor the Game Here 5'x3' banner and Positive Parent Pops are the perfect way to show your support for Positive Coaching year round.



Your Name: _____

Address: _____

Phone: _____ Email: _____

ITEMS	QTY	UNIT COST	TOTAL (\$)
<i>Positive Coaching: Building Character & Self-Esteem Through Sport</i> (book)		19.95/16.95	
<i>Shooting in the Dark: Tales of Coaching and Leadership</i> (book)		18.95/16.11	
<i>The Double-Goal Coach</i> (book)		13.95/11.86	
<i>Honoring the Game</i> (10-min VHS tape)		8.95/7.61	
<i>Phil Jackson on Positive Coaching</i> (40-min VHS tape)		9.95/8.46	
PCA Cap (available in black or khaki)		14.95/12.71	
"We Honor the Game Here" Stickers (rolls of 500)		15.95	
"We Honor the Game Here" Buttons (per 100)		34.95	
"Honor the Game" Cards (per 100)		15.95	
"We Honor the Game Here" 5'x3' banner		\$75.00/\$63.75	
PCA Parent Pops (per 50)		19.95	
Subtotal			
Shipping/Handling (\$5 for 1st item, \$1 for each additional item)			
Sales tax, California residents only (8.25%)			
TOTAL			

Please mail order form and check (payable to "Positive Coaching Alliance") to: Positive Coaching Alliance, 1001 N. Rengstorff Ave., Suite 100, Mountain View, CA 94043, or call toll-free (866) 725-0024 to order with a credit card. All items also available through the Positive Coaching Alliance web site at www.positivecoach.org, click on "Buy Our Merchandise".