

May 16, 2011

Dear Council Member:

Over the past 6 months a group of Youth Athletics Stakeholders have worked together with the Mayor, Village Manager, and Director of Parks and Recreation, to develop a set of (4) significant enhancements to Youth Athletics that will provide much needed standardization and procedural structure for many years to come. Our two person Athletic Department currently manages over 1500 registrants over 12 sports programs which represent a 30% increase in the past year (63% over the past two years) and is still growing. Hence, standardization and structure is required to deliver high quality Youth Athletic programs.

On Wednesday, May 11, YAAB passed a resolution to recommend Council approval of these (4) enhancements. The KBAC also met last week to fully endorse these initiatives:

1. **Implementation of Standardized Athletic Policies and Procedures ("SAPP")**- a concise three page document establishing standardized procedures for all Village managed sports in the areas of: Registration, Installment Payment, Collections, Parent Coach compensation, Drafts, and KBAC managed Financial Aid

2. **Replacement YAAB Charter**- replacing the current, vague 4 item charter with a 12 point charter granting YAAB specific responsibilities in the areas of: Revenue to Participation Audits, Draft Rules & Management/Oversight, Performance Surveys, Sport Director Responsibilities & Recommendations, Field Maintenance, and SAPP Operational Compliance.

3. **Solicitation and Retention of Paid Citizen Sport Directors**- Projections indicate that we will have only (4) Volunteer Sport Directors (formerly "Commissioners") for 11 Youth Sports Programs for 2011-2012. Our two-person Athletic Department is tasked with either managing (7) other programs directly, or outsourcing Sport Director functions to vendors. Experience has shown that program quality is greatly improved with Village Citizen Sport Directors (paid or unpaid) who are accountable to their fellow neighbors. Unfortunately, Volunteer Directors have been leaving in droves due to the tremendous unpaid time commitment with no reward. Last year's volunteer Tackle Football Commissioner worked approximately 940 man hours over 7-8 months. Similarly, the Girls Volleyball Commissioner put in over 300 man hours over a 3 month period. Offering budget-neutral, registration-fee funded compensation (similar to outside vendors) can dramatically increase the pool of available Citizen Sport Directors, allowing the Village to offer top quality Youth Sports Programs. Our group has already defined the roles and responsibilities for the Sport Director (see attachment).

4. **Authorizing the KBAC to handle all aspects of: Mandatory Coaching Certification, Discipline (Coach, Director, Parent), and Financial Aid Approval**. These important tasks, except for financial aid, are not currently handled by the Athletic Department. Our current Financial Aid program lacks financial tracking, structure, an application form, and aid is currently awarded by a single Village employee. Under our proposal, the KBAC would form a 3 Citizen Financial Aid Committee to review and approve applications. Aid would be tracked and would be subsidized via

Registration Fees. Within SAPP, we have defined an applicant process incorporating tight applicant confidentiality controls.

At the May 24 Council meeting, these YAAB and KBAC recommendations are scheduled to be presented for your review. Please review the enclosed supporting documentation for your early review and input. Feel free to contact me if you have any questions or if you would like to schedule a personal briefing.

With Council approval, our intent is to work with Village Staff to distribute these new policies & procedures to our Citizens quickly, with all supporting forms, using the Village Website, Village Youth Athletic Email list, Islander News, and the Village front desk. Transparency and widespread distribution should make the transition to standardization easier.

The Following Support documentation is attached:

- YAAB Council Recommendation Resolution
- SAPP
- YAAB Replacement Charter
- Analysis- 1. Volunteer/Vendor/Coach Analysis and 2. Participant Analysis
- Sport Director Scope of Work (to be part of Village Vendor Contract)
- Registration Information Form
- Financial Aid Information Form.

On behalf of our Youth Athletics Stakeholders, I would like to thank you in advance for considering this important initiative, which would represent the most significant enhancements to Key Biscayne Youth Athletics since the KBAC was founded in 1972.

Sincerely,

Bill Stephens  
Youth Athletics Stakeholder  
(305) 523-9205

VILLAGE OF KEY BISCAYNE  
DEPARTMENT OF PARKS AND RECREATION  
(Version 5/16/11)

**YOUTH FINANCIAL AID INFORMATION**

The Village of Key Biscayne offers a limited amount set aside for Financial Aid for Youth Sports programs based on demonstrated need.

The Key Biscayne Athletic Club (“KBAC”) Financial Aid Committee reviews all applications forward from the Director of Parks and Recreation. All application information is kept 100% confidential.

A separate application is required for each sports program. Applicants can make a copy of your completed application and supporting documentation for your records and to assist you in submitting future applications.

**ALL FINANCIAL AID APPLICATIONS ARE DUE 3 WEEKS PRIOR TO THE REGISTRATION CLOSING DATE OF EACH SPORT. PLEASE HAVE A FRONT DESK STAFF PERSON NOTIFY YOU OF THE OFFICAL CLOSE OF REGISTRATION DATE.**

**INCOMPLETE OR LATE APPLICATIONS WILL NOT BE CONSIDERED.**

You will be notified by the Close of Registration if your application has been approved.

## Tackle Football SAMPLE "ADDENDUM A"

1	Equipment refurbishing, replacement, cleaning, restoration	Village Staff
2	Budget Preperation	Village Staff with input from Sports Director
3	Equipment Order, inventory mngmt, issue player & coach equipment	Village Staff with input from Sports Director
4	Pre-Season Marketing: flyers, posters, advertisements etc.	Village Staff
5	Prepare Orange Bowl Grant	Village Staff
6	Attend League Meetings and report activities	Village Staff
7	Player Recruitment	Sport Director assisted By Village Staff
8	Pre-Season Activities: Clinics & Combines	Village Staff assited by Sports Director (could be changed in 2012)
9	Program Registration	Village Front Desk
10	Registration reports and payment confirmation	Village Staff
11	Scholarship review and approval/denial	KBAC
12	Determine players eligible for season: Paid with required doc's & attendance	Village Staff
13	Complete league player registration information and team books	Village Staff
14	Playing field maintenance	Village Staff
15	Field lining and set-up	Village Staff
16	Field Scheduling	Village Staff
17	Pratice day set-up: bring out water and practice equipment	Village Staff
18	Field Lighting	Village Staff
	Practice day break-down: return water and equipment and turn off the lights as	Village staff
19	required	
	Game day set-up: Field set up and pianting, sound system, scoreboard, scores	Village Staff
	table, restraining lines, bleachers, hydration system	
20		
21	Referee assignment by SFFOA and gameday payment	Village Staff
22	Coordination of transportation for away games	Village Staff
23	Coordinate player photo day and communicate with parents	Village Staff
24	Background checks	Village Staff
25	Coach certification documentation and application processing	Village Staff
26	Attending away games	Sports Director
27	Recruit coaches	Sports Director in 2012 (done by Village staff in 2011)
	Coordinate parent volunteers, team parents, gameday water and chains detail,	Sports Director
28	photography, and reporter for the Islander.	
29	Provide support, guidance, discipline and training for coaches	Sports Director
30	Communicate scores to league after games	Sports Director
	Communicate with parents: information email blasts, schedules, important	Sports Director
31	information	
	Coordinate with KBAC for fundraising, concessions and sponsorships	Sports Director
32		
33	Coordinate end of year party	Sports Director
34	Player Awards (per budget allocation)	Sports Director
35	Coordinate practice schedule (per field allocation provided by Village)	Sports Director
36	Coordinate practice activities	Sports Director
37	Coordinate Football activities with the Village	Sports Director

KEY BISCAWAYNE PARKS AND RECREATION DEPARTMENT  
(Version 5/16/11)

**SPORT DIRECTOR SCOPE OF WORK**

Please read your responsibilities below and acknowledge such by signing and dating where indicated at the bottom of this page.

**General Scope of Work**

1. Email all coaches and league parents at least once a week regarding updates, schedule changes, and any other relevant program information.
2. Handle and resolve any parent, player or coaches complaints.
3. Refer any violations of the Coaches Agreement to the KBAC Disciplinary Committee.
4. Coordinate, Supervise, and run at least one pre season clinics and an end of season awards event for players, parents and coaches.
5. Identify and source proper equipment and uniforms within the budget for your sport and submit to Athletic Coordinator ("AC")
6. Assist the AC in managing the inventory of equipment and supplies
7. Recruit and Secure all qualified coaches for your sport within Village budget guidelines
8. Coordinate Coaches NAY's training & certification prior to the start of the season.
9. Insure that all Head Coaches are properly NAYS certified prior to engaging in any coaching activities.
10. Develop a practice and game schedule with the assistance of the Athletics Coordinator.
11. Work with Village Staff to troubleshoot any problems with practice facilities, equipment, refs, and games
12. Recruit Players, and Sponsors for the program; secure minimum sponsorships of at least \$500 paid to the Key Biscayne Athletic Club.
13. Direct and or Assist with the Player evaluations & draft as directed by the SOCC Draft Representative.



VILLAGE OF KEY BISCAYNE  
DEPARTMENT OF PARKS AND RECREATION (Version 5/16/11)

**IMPORTANT REGISTRATION INFORMATION**

<b>SPORT</b>		<b>REGISTRATION CLOSE DATE</b>	
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REGISTRATION & PAYMENT

Registration is "first come, first serve" based on program participant capacity. Full payment by check, cash, or credit card is due by the Registration Close Date unless you have an approved Installment Payment Plan.

INSTALLMENT PAYMENT PLAN

The Installment Payment Plan will only be offered to Village residents in good standing. Installment Payment Plan is only offered with Credit Card drafts only. The plan is composed of (3) equal payments:

1 <sup>st</sup> Payment	Due Prior to Close of Registration
2 <sup>nd</sup> Payment	Due Prior to 1 <sup>st</sup> Scheduled Game
3 <sup>rd</sup> Payment	Due Midseason ( <i>date determined by DPR</i> )

TERMS

Players will be given a one week grace period after the payment due date to remain current and eligible. After this grace period, the player will be deemed ineligible and will be removed from the team with the exception of players missing the 3<sup>rd</sup> installment payment. These players will be allowed to finish the season with their team, however, they will no longer be eligible to participate in any future installment payment plans.

SCHOLARSHIPS

The Village of Key Biscayne offers a limited number of partial or full scholarships for Youth Sports programs based on demonstrated need. Please note that **SCHOLARSHIP APPLICATIONS ARE DUE 3 WEEKS PRIOR TO THE CLOSE OF REGISTRATION**. Please see the Front Desk for an Application and Instructions.

SURVEY

Your **input is critical** in helping us continue to improve our Youth Athletics programs. At the end of the season you will have a link to a quick online survey where you can rate and provide feedback on your sport program.

SPORT DIRECTOR & COACHES

Your primary point of contact regarding your son's team will be their assigned coach. Parents in programs with assigned Sport Directors will be receiving weekly status emails with league, status and schedule updates. If you have an issue that cannot be resolved with your coach you may contact the Sport Director for assistance.

**PLEASE VISIT OUR YOUTH ATHLETICS WEBSITE AT [www.keybiscayne.fl.gov](http://www.keybiscayne.fl.gov) for more information.**

# **STANDARDIZED ATHLETIC POLICES AND PROCEDURES ("SAPP")**

VERSION 5/12/11

## **POLICIES**

1. All participants MUST be registered and fully paid or current in the CLASS Registration System to be included in the Player Draft, placed on a team, and participate in any games.
2. All Player Draft Lists and Teams Lists MUST be generated directly out of the CLASS System or via direct export Master Excel spreadsheet. Absolutely no draft or team lists will be typed on handwritten.
3. No participants are allowed to be registered for a sport if they have an outstanding balance due to the Village unless an approved payment plan is in place and current.
4. Installment Payment Plans will only be offered to qualified participants in good standing with the Village.
5. Parents serving as Head Coaches for their child's team are eligible for free registration. Assistant coaches (up to (2) per team, except (4) for tackle football) are eligible for 50% off registration. Volunteer Sport Directors are eligible for free registration.
6. Paid Sport Directors may not serve as a coach in their sport.
7. The Village and DPR will actively distribute relevant, non sport specific policy information, forms, and other supporting documentation to parents via website and email distribution.
8. All coaches, paid and unpaid, in all sports must sign the Coaches Agreement and become certified by the National Alliance for Youth Sports ("NAYS") prior to engaging in any coaching activities. However, there may be additional certification requirements for certain sports.
9. The Key Biscayne Athletic Club ("KBAC") shall approve and award all Financial Aid Applications.

***The following are process and controls that enforce the above policies:***

## **REGISTRATION & TEAM PLACEMENT: CONTROLS & TIMELINE**

### **INSTALLMENT PAYMENT PLAN**

The Installment Payment Plan will only be offered to Village residents in good standing. The plan is composed of (3) equal payments:

1 <sup>st</sup> Payment	Due Prior to Close of Registration
2 <sup>nd</sup> Payment	Due Prior to 1 <sup>st</sup> Scheduled Game
3 <sup>rd</sup> Payment	Due Midseason ( <i>date determined by DPR</i> )

Players will be given a one week grace period after the payment due date to remain current and eligible. After this grace period, the player will be deemed ineligible and will be removed from the team with the exception of players missing the 3<sup>rd</sup> installment payment. These players will be allowed to finish the season with their team, however, they will no longer be eligible to participate in any future installment payment plans in any sport.



### PRIOR TO PLAYER DRAFT/TEAM SELECTION

- The Athletic Coordinator (AC) will generate a draft list of all currently paid players, by league grouping, directly from the CLASS system *or via direct export Master Excel spreadsheet*. **Absolutely no manual or hand written draft lists or team rosters will be used.** Unpaid players with “Scholarship Approved” in their memo field will also be included in this draft list which, when distributed, will not identify Scholarship players.
- The AC will distribute multiple copies of this list, sorted by age/league grouping, to the Sports Director (SD). The SD will then distribute these lists to the coaches in preparation for the player draft. This “Coaches List” will include all player contact information including Parents names, phone numbers, and email addresses to facilitate Coach to Parent communications.

### AFTER THE PLAYER DRAFT & PARENTS MEETING

- The AC will enter each player record and record their team name in the appropriate field. The AC will then generate all team rosters directly out of the CLASS systems or via direct export Master Excel spreadsheet for distribution to parents and coaches. The CLASS generated roster is the official roster.

### IMMEDIATELY PRIOR TO 1<sup>st</sup> SCHEDULED GAME-INELIGIBLE PLAYERS

- The AC will run a CLASS report showing all registered players in a league and their current payment status. The AC will identify any players that are unpaid or not current (installment plan). These players are immediately deemed “ineligible” until their payments are current (1<sup>st</sup> & 2<sup>nd</sup> Payment only).
- The AC will generate a CLASS report of ineligible players and immediately send a distribution email to Director, Parks and Rec (“DPR”), the SD, and all league coaches, with this list of ineligible players. In addition, the AC will personally contact parents of ineligible players, and notify them that their child is no longer allowed to further play/participate until their balance is current within one week payment due date. If the balance is not current after this one week grace period, the player will be replaced with a player on the wait list.

### IMMEDIATELY PRIOR TO 1<sup>st</sup> SCHEDULED GAME-WAIT LIST & NEW REGISTRANTS

To encourage participation and maximize registration revenues, the AC may add additional players off the wait list into the league provided EACH of the (5) conditions has been met:

1. The AC makes a written request to the DPR that he would like to add additional registered players; this request is accompanied by a CLASS generated printout clearly showing that each of these players is fully registered, paid, and/or current.
2. Upon receiving written approval from the DPR, the AC immediately notifies the SD who immediately conducts an individual evaluation of each added player.
3. Upon conclusion of the evaluation the SD will place each added child on a team, with the sole goal of balancing the skill sets of the team.
4. Once the SD has determined team placement, he will immediately notify the AC, who will then add the each player’s team name into the appropriate player record field in the CLASS system or via direct export Master Excel spreadsheet.
5. Unless the circumstances are unusual, no players will be added to the league after the first scheduled game of the season.

**REVENUE TO PARTICIPATION AUDIT**

- Prior to the 1<sup>st</sup> scheduled game for each Village sport, the DPR will provide the Sports Operations Citizens Committee (“SOCC”) with a registration paid registration list, without last names, but sorted by team and including the revenue collected to date per player. Pending due payments for installment payment plans will be identified for each applicable registered player. SOCC will perform at least one Registration Audit for each sport during the season by counting the actual number of participants by team and comparing it to the paid registration list. This “Revenue to Participation Audit” report will be submitted to the DPR and the Village Manager upon completion. Any shortage in revenue reported in the Audit will be addressed by the Village in a timely manner. Upon completion of each audit, the DPR will maintain a file of this report for at least 12 months.

**KBAC AWARDED FINANCIAL AID: CONTROLS & TIMELINE**

All Financial Aid applications for all sports will be approved by the Key Biscayne Athletic Club. However, non-profit managed programs that are not using the Village for player registration and accounts receivable, can manage their own scholarships.

The DPR will create a budget line item for each sport for “Financial Aid Expense” based on a % of the prior year’s revenue budget for the sport. The KBAC will award full or partial scholarships based on this defined amount. Upon submission of scholarship candidates, the DPR will authorize a general journal entry to allow for proper accounting.

**FINANCIAL AID TIMELINE**

<b>Task</b>	<b>Due Date</b>
1. Financial Aid Applications Due	<b><i>3 Weeks prior to the Close of Registration</i></b>
2. DPR Notification to KBAC of Aid \$\$\$ Amt	<b><i>3 Weeks prior to the Close of Registration</i></b>
3. Delivery of Financial Aid Applications to KBAC	<b><i>2 Weeks prior to the Close of Registration</i></b>
4. KBAC forwards DPR List of Approved Applicants	<b><i>3 Days Before the Close of Registration</i></b>
5. DPR adds Approved Applicants to Registration	<b><i>By the Close of Registration</i></b>

- Financial Aid Application information will be collected by the DPR and forwarded to the Scholarship Committee in a format that does not disclose the name/identity of the applicant.
- Upon approval or denial of a financial aid application, the KBAC Financial Aid Committee notifies the DPR in writing of the approved and disapproved scholarship applicants. The KBAC Financial Aid Committee will draft a KBAC Committee decision letter to each applicant, which will be sent to the parent by the DPR (to maintain applicant confidentiality). Both applications are stored in a Financial Aid file maintained by the KBAC for future reference (and to compare historical data with subsequent requests)
- Scholarships will not be offered to off island participants for any intramural sports. Scholarships may be awarded to off island participants in travel sports provided the respective SD requests the KBAC to award a scholarship to complete a team roster. The KBAC shall have sole discretion on the awarding of scholarships.
- Incomplete applications or applications received after the due date listed above will not be considered.

**KEY BISCAYNE**  
**Youth Athletics Advisory Board (“YAAB”)**  
**Proposed Replacement Charter/Ordinance**

Version 5/12/11

**Replacement YAAB Charter**

- (1) Provide a forum for Village residents to discuss how the youth athletic program of the Village may best meet the needs and desires of Village residents.
- (2) Provide recommendations regarding specific types of programs for inclusion in the Village's youth athletics program.
- (3) Any other matters assigned to the Board by the Village Council or Village Manager relating to the matter of youth athletics.
- (4) **PROCESS & PROCEDURES RECOMMENDATIONS**- Provide recommendations to the Village Management & the Village Council regarding new or refined Standardized Athletic Policies and Procedures (“SAPP”) to enhance the efficiency, productivity, and accountability of the Village Athletic Department.
- (5) **REVENUE TO PARTICIPATION AUDITS**- Perform regular “Revenue to Participation Audits” in all Youth Sports programs whose results will be delivered to Village Management. The Village staff will fully cooperate and provide all necessary information to complete its audits.
- (6) **ESTABLISH DRAFT RULES**- Establish a Standardized set of Intramural Player Draft rules for a:
  - (a) Sequential Draft; and
  - (b) Blind Draft
  - (c) Commissioner Directed Draft
- (7) **MANAGE THE DRAFT PROCESS**- Have the authority to determine which type of Player Draft, referenced in (6) above, will be used for each Intramural Sport. The committee will consider factors such as the strength/ experience of current Sport Director, sport suitability, and any other factors that will insure equitable and fair skill balancing between intramural sports teams. The Committee shall also have the authority to manage all aspects of each intramural league draft, including running the drafts and/or to serve as a “draft facilitator” to assist the Sport Director in running the draft.
- (8) **ATHLETIC DEPARTMENT PERFORMANCE SURVEYS**- Conduct regular Village Athletic Program performance reports covering Registration, Drafts, Logistics, Coaching, and Marketing. These reports will be delivered to the DPR and the Village Manager.

(9) SPORT DIRECTOR SELECTION- YAAB shall have the authority to recommend a Sports Director, paid or unpaid, from a pool of 3-4 finalists submitted by the Village.

(10) OPERATIONAL COMPLIANCE- Report to Village Management any incidents where the Athletic Department has not been fulfilling its obligations under SAPP.

(11) SPORT DIRECTOR RESPONSIBILITIES- Define the minimum roles and responsibilities of Sports Directors retained by the Village. The Village shall require that all proposals and contracts with Sports Directors incorporate, at a minimum, each of these roles and responsibilities.

(12) ATHLETIC FIELD MAINTENANCE – Each month SOCC will prepare an “Athletic Field Condition Report & Action Plan” covering field condition, confirming proper sprinkler operation, and recommended maintenance/repair actions based on personal observations and monthly meetings with the Village grass maintenance vendor. SOCC will deliver this report to the DPR and Director of Public Works.

KEY BISCAYNE YOUTH SPORTS										
PAID/VOLUNTEER SPORT DIRECTOR AND COACHES Compiled by YAAB & KBAC										
FALL 2010- SPRING 2011										
	PAID	VOLUNTEER	NO	%	TOTAL	VOLUNTEER	PAID	%	Village	NOTES
SPORT	DIRECTOR	DIRECTOR	(Village Run)	VOLUNTEER	HD COACHES	HD COACHES	HD COACHES	VOLUNTEER	Registration?	
FLAG FOOTBALL			1		4	0	4		Y	
TACKLE FOOTBALL			1		4	3	1		Y	Volunteer Director Left 2011
GIRLS VOLLEYBALL		1			12	3	9		Y	Volunteer Director Leaving 2011
WINTER SOCCER		1*			35	4	35		Y	Citizen Managed Club
BASKETBALL	1				16	3	13		Y	Village Outsourced Off Island
GIRLS CHEERLEADING		1			1	1	0		Y	Director likely Leaving 2011
GIRLS FIELD HOCKEY		1			2	2	0		N	Volunteer Director Leaving 2011
RUGBY		1			4	4	0		N	Citizen Managed Club
TBALL		1			4	4	0		Y	
COACH PITCH BASEBALL		1			6	5	1		Y	
MUSTANG BASEBALL			1		4	0	4		Y	
TRAVEL BASEBALL		1*			4	0	4		N	Citizen Managed Academy
2010-2011 Totals	1	8	3	<u>67%</u>	96	29	71	<u>30%</u>		
2011-2012 Projections	1	4	7	<u>33%</u>	96	28	72	<u>29%</u>		
* "Citizen Led" Village Vendor- pmt for coaches but little/no pay for adminstrative Sport Director duties										
YOUTH ATHLETICS PARTICIPATION GROWTH 1995-2011										
prepared by Todd Hoffenberth, Director of Parks and Recreation										
	1995	1998	2000	2006-07	2007-08	2008-09	2009-10	2010-11		
Tackle Football	0	0		70	66	113	99	110		
Flag Football	107	112	125	140	120	92	50	45		
Volleyball	0	0		85	84	87	120	119		
Soccer	270	337	392	475	410	301	404	630		
Basketball	0	30	60	225	240	130	145	148		
Baseball	160	185	260	325	280	218	179	277		
Field Hockey				0	0	0	96	114		
Rugby				0	0	0	87	106		
Cheerleading				0	0	25	25	26		
<b>Total</b>	537	664	837	1320	1200	966	1205	1575		
Yearly Increase		24%	26%	58%	-9%	-20%	25%	31%		