

Background

Navy Youth Hockey (“NYH”) is a 501c(3) non-profit organization originally founded in the early 1980’s and officially chartered in 2007. The club has grown from fewer than 100 to over 300 registered hockey players with significant growth projected over the next several years.

We are very proud of the progress we have made as an organization; however, we face our share of challenges that will continue to put pressure on the club in the near term. At the top of the list is the increasing restrictions on our use of the ice hockey rink at the US Naval Academy (USNA). We respect the fact that all of the facilities at the USNA exist to serve the needs of the Brigade of Midshipman. However, as our enrollment expands and available ice at the USNA declines, we are confronted with a fundamental challenge for our program.

To address the shortage of available ice time, we have been working with Anne Arundel County and other organizations to explore opportunities to construct a new facility or otherwise gain additional access to existing (or soon to be built) facilities. This process is ongoing and will not likely fulfill our needs in the short term. As such, the organization will need to be creative in solving this deficiency.

This creativity will become even more important as our Mite and Learn to Play (“LTP”) programs are currently enjoying rapid expansion. In three short years, our 8U program has increased from roughly 60 players to as many as 150 players for the 2018-19 season. These players are the foundation of our future organization, and we have a great responsibility to assist them in skill development, provide opportunities for advancement through the various age groups (Squirts, Bantams, etc.), expose them to talented coaches, and most importantly, help them become exceptional young men and women.

Given all our exciting opportunities and the related challenges, we decided it was important to pause and revisit how we are managing the organization for the future. One management position that has been instrumental in our development as an organization is our Hockey Director. Much of our success is a direct result of the formation of this position several years ago and the efforts put forth by this individual and associated personnel in that time. We continue to believe this position is critical to the success of NYH.

Given the importance of the Hockey Director position, the Board of Directors has developed this document to better define the role and to identify our specific needs and expectations. We appreciate your interest in NYH and look forward to your response.

Scope of Hockey Director Position

The Hockey Director will be responsible for all aspects of hockey operations for NYH. For simplicity, we have divided the year into four distinct phases and have included key expectations from our Hockey Director for each phase. They include:

Spring Planning (February – April)

Spring Planning consists of all activities related to preparing for the next hockey season, including providing the Board of Directors with information necessary for the Treasurer to build financial forecasts and set team fees. A critical component of this phase is developing a forecast for player enrollment and a recommendation to the Board as to the number of teams we will form in the

upcoming season. These forecasts must be developed with consideration given to the ice available to NYH. The Hockey Director will also have responsibility for developing the related ice utilization plan and making recommendations to the Board. Specifically, the items for which the Hockey Director will be responsible include:

- Player / Team forecast development
- Team designation recommendations (e.g., travel vs rec, travel level, etc.)
- Ice utilization planning and recommendations
- Coach recruitment
- Spring clinic administration and execution
- End of season festivities (at the end of the year, the organization holds a skate party and distributes trophies to younger age groups; the HD is responsible for coordinating this event)

Team Generation (March – July)

Team Generation consists of all activities necessary to meet the team and player projections developed as part of the Spring Planning phase. A key component of this phase is development and articulation of the “product” (e.g., the package of coach staff, playing level, fees, ice time, etc. for each team) we will deliver to our constituents at each age group and communicating that product to the club base. The Hockey Director will make recommendations to the Board as to the format of the upcoming try-outs and will handle all administrative aspects of the try-out process. This will include planning and execution of all on-ice activities for each age group. The Hockey Director will have input into the evaluation and player selection, but the administration of player / team selection will be handled by the Coaching Director and the Evaluation Committee established by the Board of Directors. Based on prior experience, one challenge in the Team Generation phase is the post try-out team fulfillment process (e.g., filling open spots due to player withdrawals through recruiting, etc.), which can be especially difficult at the higher age groups. Specific duties of the Hockey Director as it relates to Team Generation include:

- Product (as defined above) development and communication
- Player recruitment
- Player registration (USAH Registrar coordinator)
- Travel team try-out scheduling, communication, and on-ice execution*
- Post try-out team fulfillment / recruitment
- Rec team formation
- Update the NYH registration system (and communicate/coordinate with the Treasurer) for player contract refusals / withdrawals in a timely manner (before payment deadline)

**Note that try-out evaluation is administered by our Coaching Director and supported by a group that is assembled by the Board of Directors (“Evaluation Committee”). The Hockey Director will have input into team selection but final decisions are made by the Evaluation Committee and approved by the Board of Directors.*

Pre-Season Planning (July – September)

Pre-Season Planning consists of all activities necessary to ensure a smooth re-entry of players and transition into the upcoming hockey season. Key aspects include planning and administration of any summer clinics, effective utilization of pre-season (e.g., late August) ice slots, oversight of scheduling

activities (working with the club's Scheduler), and other related activities. A critical component of the Pre-Season Planning process is ensuring we deliver the product (as defined above) that was promised to the families; specifically, the Hockey Director will work with the Scheduler to provide the necessary/minimum game counts and related ice time that was projected as part of the planning process. Duties of the Hockey Director during the Pre-Season Planning phase include:

- Administration and execution of a Summer / pre-season clinic
- Development of coaching training/mentorship program
- Communication with the CBHL/CCHL with respect to the organization's team declarations
- Coordination and communication of a hockey gear exchange program
- Scheduling oversight (in conjunction with League Scheduler), including the LTP program
- Development of an off-ice training program
- Planning and administration of a Coach pre-season meeting
- Planning of managers pre-season meeting
- Development of a list of possible / appropriate tournaments from which teams can select
- Creation of a coaches reference guide that includes appropriate drills and objectives as stated by USA Hockey for each age level

In-Season Administration (September – February)

In-Season Administration consists of all activities necessary to ensure we deliver on the promises set forth in the recruiting process. A key component of this phase is oversight of player skill development. While we are open to new and innovative ways to deliver skill development, NYH has used a "skills night" approach over the past several seasons. Absent alternative recommendations, we will continue this process for the foreseeable future. In this format, the Hockey Director will be responsible for planning, administration and execution of the designated skills night, which will include practice plan development and on-ice instruction. The on-ice instructor can be the Hockey Director or someone hired by the Board on the recommendation of the Hockey Director. Another important aspect of this phase includes appropriate communication with the families at NYH. The Hockey Director will be the primary point of contact for families for all matters related to player issues. Generally, the Hockey Director's responsibilities for the In-Season Administration Phase include:

- Oversight and administration of skills night (or alternative approach approved by the Board)
- Oversight and administration of goalie development
- Managing all official rosters that are submitted to the CBHL and CCHL
- Oversight and administration of Mite program
- Oversight and administration of LTP program
- Primary point of contact for families of NYH for any matter of player concern
- Administration of CEP and coaching qualification database and ongoing monitoring
- Tracking of team performance and communicating any issues to the Board of Directors
- Attending at least one practice for each team prior to November 30th and one additional practice by December 31st
- Attending at least one game for each team prior to December 31st
- Attending league meetings (CBHL, CCHL, etc.) and acting as NYH's primary point of contact

- Work with Treasurer as needed to address player billing questions
- Work with Treasurer and Scheduler on administrative tasks such as reviewing and approving ice and referee invoices; responsibility for resolving any related discrepancies

Qualifications

- A demonstrated history of successful hockey instruction and coaching at various age groups
- A strong knowledge of the American Development Model (ADM)
- Efficient organizational and administrative skills with a commitment to follow-through
- Excellent communication (oral and written), problem solving and interpersonal skills
- High-energy and passion for youth hockey
- Commitment to professional development through the acquisition of appropriate USA Hockey Coaching Education Program certifications
- Successfully pass a background screen
- Must be willing to work days/evenings/weekends and travel throughout the Mid-Atlantic region

Response Process / Requirements

The Board of Directors is requesting written responses to the questions below and will also schedule time for you to meet in person and discuss your proposed approach. For purposes of your proposal, please assume a one-year contract. Should you wish to provide an alternative proposal for a multi-year contract, please submit that as a separate document and detail the benefits (financial or otherwise) to NYH for such consideration.

1. Background: Please provide a brief description of your background and any personal information you feel will be helpful to the Board in understanding your qualifications for the position of Hockey Director.
2. Personnel: Will all services be performed by you, or do you have employees or subcontractors that you will use to fulfill the services? If services will be performed by others, please specify and provide relevant background information.
3. Scope Requirements: Please comment on the description provided for each of the four phases above. In your reply, please indicate your ability to fulfill the minimum requirements and provide any additional recommendations you have for the position. Detail your response by phase:
 - a. Spring Planning
 - b. Team Generation
 - c. Pre-Season Planning
 - d. In-Season Administration
4. Skills Night: Does your proposal assume you will provide the on-ice instruction for skills night? If not, please provide necessary details (subcontractor, alternative instructor hired by Board, etc.).

5. Mite: Does your proposal assume you will provide the on-ice instruction for Mites? If not, please provide necessary details (subcontractor, alternative instructor hired by Board, etc.).
6. LTP: Does your proposal assume you will provide the on-ice instruction for LTP? If not, please provide necessary details (subcontractor, alternative instructor hired by Board, etc.).
7. Fees: Please provide a fee proposal divided into the following categories:
 - a. Base Hockey Director Fee (items listed above excluding fee for on-ice portion of “skills night” and on-ice portion of Mite and LTP programs)
 - b. Skills Night Instruction Fee (for on-ice “skills night” instruction; assume 3.5 hours each Monday night for the duration of the season)
 - c. Mite Instruction Fee (for on-ice instruction for Mite; assume two hours per week for the duration of the season)
 - d. LTP Instruction Fee (for on-ice instruction for LTP; assume two hours per week for the duration of the season)
 - e. Travel/Rec Team Coaching Fee (if you are interested in coaching a team, or having an employee coach a team, please provide the fee for that service)
8. Other: Please respond to the following questions:
 - a. Please describe your employment situation. Do you have a full-time job / employer? If so, please provide details as to potential conflicts, travel requirements or time restrictions that may impact your ability to serve the needs of NYH.
 - b. Does your proposal assume exclusivity to NYH? If not, please explain and provide details of other organizations for which you will be providing services.
 - c. Where do you live in proximity to the USNA Brigade Sports Complex?
 - d. What is your perspective on a fee structure that is based on enrollment as opposed to a fixed fee amount for the Hockey Director position?