

**Mission Statement:** A mission statement defines what an organization wants to do and become as well as what it will not allow to happen to itself. The California Breeze Organization aspires to be outstanding educational-athletic organizations and should have compelling mission statements that are explicit about their commitment to positive coaching and to developing self-confidence and positive values and character traits in young people.

**1. Coach Recruitment Program:** Outstanding youth coaches do not grow on trees. Most organizations constantly face shortages of coaches adequate to handle all youth who wish to play. An organization that must beg for coaches will not be able to set and enforce coaching standards. An aggressive coach recruitment plan is essential to be able to produce enough coaches to allow the organization to set and enforce positive coaching standards, and to be able to remove abusive, win-at-all-cost coaches.

**2. Annual Positive Coaching Workshop:** The Breeze Organization cannot assume that coaches will know how to coach for character or treat players in a way that will bring out the best in them. The Breeze Organization should offer an annual coaches workshop that explicitly covers techniques in positive motivation and using sports to build character in athletes. This workshop should be required for all coaches.

**3. Coaching Development Program:** A process for managing and developing positive coaches should be in place following the training program. The Breeze Organizations Assistant Manager should be in regular contact with coaches during the season to encourage and reinforce the positive coaching themes covered in the workshop. This will communicate to coaches that the Breeze Organization is serious about continuous improvement both for itself and for its coaches. In spite of the best efforts the Breeze Organization may make, there will occasionally be a few coaches who should not be coaching young people. When it becomes clear that a coach is unwilling or unable to coach with the development of his or her players in mind, the organization needs to intervene. The Breeze Organization has a Code of Conduct that must be used in the process for removing abusive, win-at-all-cost coaches.

**4. Annual Evaluation:** It is impossible to determine the effectiveness of an organization without regular evaluation. The Breeze Organization does conduct annual evaluations to determine program effectiveness. Every player, parent, coach and official should be surveyed in writing each year to track the organization's progress toward its mission.

**5. Positive Coaching Awards:** Most athletic organizations officially recognize only coaches that win. Coaches that develop character in their players, encourage them and strive for continuous improvement, and help them have fun playing the sport should also be recognized. The Breeze Organization should give an annual positive coaching award to recognize character-building coaches. Players, parents, officials and the coaches themselves should be encouraged to submit written nominations for this award.

**6. Parent Expectations Program:** A win-at-all-cost environment can undermine the most well-meaning positive coach. Often, the win-at-all-cost mentality is strongest in parents. The Breeze Organization must set expectations for parental behavior. Parents must be educated about the organizations character development goals and the need to support positive coaching behavior by their children's coaches. A set of written parental guidelines has been developed and shall be distributed to all parents at the beginning of the season. These expectations should be reinforced periodically and through various means throughout the season.