



POLICE ATHLETIC LEAGUE
OF JACKSONVILLE, INC.

ATHLETICS

Coaches

Manual

“PAL Today...Leader for Life”

Police Athletic League of Jacksonville Coaches Manual

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I – Mission Statement and Vision

- A. Mission Statement:** The Police Athletic League of Jacksonville enriches the lives of children by creating positive relationships between law enforcement officers and the youth of our community through educational, athletic and leadership programs.
- B. Vision:** The Police Athletic League of Jacksonville is helping create a city in which children respect themselves, their community and feel empowered to pursue their dreams.
- C. Philosophies & Goals:** The overall goal of JaxPAL is to provide a program for KIDS of the community that is FUN and will INSPIRE youth members to learn and practice the ideals of sportsmanship, scholarship, and physical fitness. JaxPAL will meet its overall goal through the following philosophy:
- Bringing area youth members closer together through a common interest in athletic competition,
 - Providing supervised, organized, and safety-oriented learning environments,
 - Providing the opportunity to practice and play free from pressure to win at all costs,
 - Using only those volunteers whose goals support this philosophy.
 - Parent involvement which includes support of the program and helping officers, coaches and participants.

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II – Welcome Coaches

(A) JaxPAL welcomes you and would like to congratulate you and thank you for your willingness to become a coach with our organization. This will be one of the most rewarding and fun experiences you will be involved with. As coach, you will have the opportunity to make a positive difference in a child's life...a difference that will last a lifetime. After the player's parents, the coach becomes the most influential person that will shape our young players future love of the game. The coach ensures that the kids have fun, learn the foundation of the sport, become a strong teammate, and build's a passion for the game. If that is not enough, the coach also plays a role in guiding the learning and understanding of parents and building a strong team atmosphere. You have taken on a significant challenge! But, don't worry. We have put together this packet to provide some help and guidance. You are not expected to figure this whole thing out by yourself. We have pulled together information that provides perspectives and ideas collected from our coaching ranks. The ideas and approaches come from coaches who have been involved with the sport for 40+ years as well as fresh perspectives from our newest coaches. This is only a guide for you as you begin your new season. You will find ideas on coaching approach, how to lead your parents, how to build a successful athletic family and more. This merely gives you a place to start. You have the support of the entire JaxPAL family. Please reach out to us with any questions. We are here to support you in whatever you might need. Again, welcome to the JaxPAL coaching family. Your experience promises to be enriching, challenging and rewarding.

(B) Background Screening

All new and returning coaches must fill out a JaxPAL volunteer application and turn into the Coordinator before applying for a badge.

New Coaches: All new head coaches, assistant coaches, and team parents (volunteers) will be required to complete the background screening process. Volunteers must have a state of Florida identification card or driver's license. You will first need to set an appointment with the Department of Parks and Recreation and Community Services by calling 904-255-7925 or 255-7926. This entire process is free. Once you are cleared, JaxPAL will issue your badge to you and you may begin with practices/games. If you are not cleared to volunteer, you may have the right to appeal the ruling after the completion of conviction date 5 years after conviction. Appeal can include 2 letters of recommendation from a friend, pastor, or business. However, you cannot coach or volunteer in any way until this process is over and you have been cleared and issued a badge from the Department of Recreation and Community Services.

All volunteers that have been issued a badge will be placed in a volunteer database. You must also register as a volunteer at www.jaxpalsprots.org. Put in your contact information including email and team name if you have one. During games you must check in at the admission table at each event and show the proper credentials before volunteering in any manner.

Your eligibility to coach/be involved with the team is based on passing this background check/screening process. Coach's credentials are required to be visible at all practices and games; the credentials are good for one calendar year. No parent or unauthorized person can participate in a coach's role without a background check. **NO EXCEPTIONS!** **Returning Coaches:** All returning coaches, assistant coaches, and team parents will complete the Volunteer Statement of Continuation Service form. The form should be submitted to the Coordinator of the sport. JaxPAL will submit these forms to the Department of Recreation and Community Services and will pick up the badges upon completion.

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III – Expectations

A. Overall Expectations

- **Coaches Attire:**

All coaches are required to dress in a professional manner and will be issued a volunteer shirt if requested.

If the JaxPAL provided volunteer shirt is not worn, a polo shirt/team shirt must be worn with khaki shorts/slacks and tennis shoes (no flip flops or tank top shirts allowed). Coaches may purchase their own shirt provided it matches their team uniform colors. Coaches with established teams may wear their team's coach's shirt.

- I understand that as a coach, I bear the responsibility for my teams' development, welfare, enjoyment and safety of my players.
- I will base my decisions and actions on what is best for developing the individual player, and collective players on my team. I know that if I do this, then most of my actions will be the right ones.
- I will guide my team's learning agenda for the season, aligning with the JaxPAL mission and vision and working closely with my Program Coordinator.
- I will operate with the highest moral standards and not bring the organization any ill repute.
- I will encourage my players to learn about the broader world of sports and to watch games and events at the highest level as this will facilitate their learning development.
- I will show players how to be a good sport, how to treat others with respect, and how to be worthy of being treated with respect.
- I will walk the playing area prior to the beginning of any game or practice to look for dangerous materials or hazards and report and/or remedy the hazard prior to the start of any play.

I will model inclusive behavior, actively supporting diversity while opposing all types of discrimination, including, but not limited to, racism and sexism, at all levels of the game.

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B. How to get started

- Call Your Team immediately to set up practice and a parent meeting. Make sure the players' parents know how to contact you—home/work/cell phone number, e-mail, etc.
- Determine a practice day/time for the season. Coaches can sign-up at the coach's meeting for practice day/time or contact the coordinator. Practices in the JaxPAL gyms & fields are on a first come, first serve basis.
- Practice times/sites can be reserved, and may be shared with other coaches/teams—if needed, work cooperatively.
- Any practices that are held outside of JaxPAL property must be submitted to the coordinator with the practice schedule that has the locations and times of that practice. Football practices are only held at PAL facilities, Monument, (*Mallison, Eastside if available)*
- Read your rules carefully—especially those designed for your age level or sport.
- JaxPAL will provide game balls, referees, scorekeepers and all other equipment needed at sporting events.
- Safety First. Set up strict rules about safety when organizing practice.
- Support the officials. They may be a trainee gaining experience and trying to do their best.
- Coaches are responsible for their own behavior and the behavior of their fans. Be a positive role model. Put the game in perspective (FUN), and then you can relax when you see things differently from the officials.
- Incorporate Character Development discussions/activities.
- I will read, understand, and ensure compliance for my players, team, and parents for any league guidelines and policies.
- I will impress on my players that they must abide by the rules at all times.

C. Parent Meeting

We are depending on you to share this information with your parents.

- Introduce yourself and other coaches; introduce team players and parents.
- Inform all parents of the door/gate fee at each game if applicable.
- Discuss pertinent rules for your level of play.
- Describe your Coaching Philosophy/JaxPAL Philosophy—objectives for the season.
- Open Forum: allow questions/concerns from all parents/players.
- Practice details—ask for help, equipment for players to bring, water, etc.
- Game Behavior—stress sportsmanship for all people involved; refer to Coaches Code of Conduct on page 23.
- Establish a Call/Email List to inform parents of changes/cancellations.
- Drink/Treat List—parents may bring drinks/treats for after the game to hand out but please let parents know that only water is allowed on the court during game time (Basketball). Flavored drinks are allowed at outside venues or in designated areas of the gym.

- Handout to Parents—write/type info discussed, so even parents not attending will have a copy. Include important phone numbers.

D. Game Day Expectations

- I will use a “One Voice” coaching approach during games, as only one coach is allowed in standing position throughout the duration of the game. (Basketball)
- I will focus the majority of my in-game coaching on tactical guidance and use a questioning technique (e.g. “where is a better position”) to encourage my players to discover the solution;
- I will create a pre-game warm-up that involves stretching, and/or a focused training topic.
- I will analyze the game and my players’ performance to understand if learning is taking place and to ensure our learning agenda is properly focused for the coming weeks.
- I will talk to parents about player’s progress and suggest activities they can do with their child at home.
- I will treat all referees, opponents, and parents with respect.

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IV – Practice & Games

A. Practice Plans

- When giving explanations, they should be:
 - Short
 - Clear and concise
 - Given enthusiastically
 - Directing attention to important cues
 - Good Demonstrations should be:
 - Repeated several times
 - Done from several angles
 - Clearly seen by all
 - Technically correct (if possible)

B. Game Plans

- Specifics at game sites:
 - Make sure all players and parents are properly informed of the site location of each game.
 - Please dispose of all trash in the proper receptacles.
 - Make sure players do not have gum in the gym or on the field during practices or games.
 - Please encourage children to respect private property.
 - Stay off the floor or field after shaking of hands at end of games as other games need to get started.

C. Officials

- Have jurisdiction from the beginning until the end of the game. Their decisions are final.
- May caution or eject a player/coach/fan for unsportsmanlike conduct.
- May terminate a game if the game becomes a travesty with the approval of the Coordinator or on-site JaxPAL staff.
- We will not tolerate any abuse toward officials. Discuss problems or questions with the Site Supervisor or call your JaxPAL Program Manager.

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V – Cancellations

(A) Admission Refunds

- Admission fees into sporting events are non-refundable. If a game cannot be played for any reason, or if a game begins and cannot be finished for any reason, the game will be rescheduled and admission for that game will be free. If the game cannot be rescheduled, the fee will be forfeited. Please see refund policy for details.

(B) Inclement Weather

Postponements and/or rescheduling of activities due to inclement weather may be made in an effort to protect the safety of the participants. Decisions concerning the postponement or rescheduling of practices due to inclement weather will be made as soon as possible on the day of the scheduled activity. Practices will immediately be suspended if either of the following happens:

1. If the lightning detection system sounds it means that lightning is within a twelve mile radius, all play will be postponed until the “all clear” signal sounds which is three consecutive tones. It will also be suspended if the weather obtains a flash-to-bang (lightning-to-thunder) count of 30 seconds or less (equivalent to lightning being six miles away). This is calculated by starting a timer when lightning is seen and calculating the amount of time that passes before the thunder is heard. If the amount of time is between 0-30 seconds, then play will be suspended. This recommendation was developed as a practical way to make a judgment in situations where other resources such as technology and instrumentation are not available.

2. Two subsequent readings on the lightning detector in the 8-20 (or closer) mile range regardless of the presence of visible lightning.

Practices will be resumed when 30 minutes have passed after either one of the above conditions occur. The 30 minute timer will be reset every time either one of the above conditions take place.

When practices are suspended due to the above conditions, all players must leave the practicing area completely. Sitting on the sidelines and/or bleachers is not allowed. You must either go to your car or to your place of residence until the all clear is given.

Dangerous/Severe Weather:

A. Weather can be very unpredictable (i.e., rain, heat). If there is severe weather, please continue with CAUTION. We are more concerned with safety of all participants. Discuss concerns with other coaches/site supervisors/officials.

B. It is not a policy to cancel games/practices because of a little rain, a little cold, or high temperatures. Furthermore, parents are able to make individual decisions for their own child when outdoor weather elements become a concern, as to whether or not to attend any particular game/practice even if the game/practice is not officially canceled.

Inclement Weather:

Lightning Procedures- Delay the Practice/Game when Thunderstorms Approach

- People on open sports fields are at higher risk for lightning strikes. Sports fields are dangerous because they are large open areas. Sports fields also have metal bleachers, fences, light poles, soccer goals, and goal posts that attract lightning. When lightning hits these objects, its charge travels along the object shocking anyone who is touching it. Lightning can bounce off any of these objects and strike people nearby. Lightning can also travel through moist soils for dozens of feet.
- JaxPAL has a Thor Guard Lightning Detection System installed on the right of the outside of the building, closest to the parking area. The systems siren will sound one long tone which means that lightning is within a twelve mile radius and will also display a flashing light. When the area is clear of lightning, the siren will sound three short tones. The following policy has been implemented and is enforced by JaxPAL for your safety; please adhere to these guidelines when the siren sounds.
- Stay tuned to local weather forecasts and radar if thunderstorms are predicted.
- Keep in mind that a WATCH indicates conditions are favorable for severe weather and a WARNING indicates severe weather has been detected in the area, and all persons should take the necessary precautions.
- Once the Thor Guard Lightning Prediction and Warning System sense conditions that favor lightning, there is often a flash of lightning in the area within 10 minutes.
- When the Thor Guard warning is sounded, suspend all practices and games and seek shelter immediately until the all-clear signal is heard, which is three short sounds.
- Everyone should immediately seek shelter anytime they believe lightning threatens them, even if the Thor Guard warning has not been sounded.
- Stay away from metal including fencing, bleachers, flagpoles, dugouts, sheds, and goals.
- Avoid high places, open areas, overhead wires and power lines, telephones and cellular phones, radios, isolated trees, picnic shelters, golf carts, or any type of standing water.
- If you are outside, the interior of a car, truck, or bus with a metal roof and the windows closed is relatively safe from lightning. To be safe, do not touch the metal on the inside of the vehicle.
- If you are outdoors with no shelter available, find a low spot away from trees, bleachers, fences, and other metal structures. Make sure the area is not prone to flooding.
- If you feel your hair suddenly stand on end, it means you may be a lightning target. Crouch low on the balls of your feet and try not to touch the ground with your knees or hands.

- Anyone not following these guidelines when the Thor Guard warning is activated and remains outdoors or in an inappropriate area or shelter will do so at their own risk.
- If park patrons return to the sports fields prior to the all-clear signal from Thor Guard, they do so at their own risk.
- Once the all-clear signal sounds, activities can proceed.
- The Thor Guard Lightning Prediction and Warning System will be operable during league practices, games, tournaments, scheduled reservations, and other sanctioned/sponsored Town activities.

Lightning: What You Need to Know

- NO PLACE outside is safe when thunderstorms are in the area!!
- If you hear thunder, lightning is close enough to strike you.
- When you hear thunder, immediately move to safe shelter.
- Safe shelter is a substantial building or inside an enclosed, metal-topped vehicle.
- Stay in safe shelter at least 30 minutes after you hear the last clap of thunder.

Indoor Lightning Safety Tips

- Stay off corded phones, computers and other electrical equipment that put you in direct contact with electricity.
- Avoid plumbing, including sinks, baths, and faucets.
- Stay away from windows and doors, and stay off porches.
- Do not lie on concrete floors, and do not lean against concrete walls.

Last Resort Outdoor Risk Reduction Tips

NO PLACE outside is safe when lightning is in the area, but if you are caught outside with no safe shelter anywhere nearby the following actions may reduce your risk:

- Immediately get off elevated areas such as hills, mountain ridges or peaks
- NEVER lie flat on the ground.
- NEVER use a tree for shelter.
- NEVER use a cliff or rocky overhang for shelter.
- Immediately get out and away from ponds, lakes and other bodies of water.
- Stay away from objects that conduct electricity (barbed wire fences, power lines, windmills, etc.).
- UNDER NO CIRCUMSTANCES should ANY of the above actions be taken if a building or an all-metal vehicle is nearby.

If Someone Is Struck

- Victims do not carry an electrical charge and may need immediate medical attention.
- Monitor the victim and begin CPR or AED, if necessary.
- Call 911 for help.

Heat Index Table

HEAT INDEX	EFFECTS ON THE HUMAN BODY
90 to 105	Cramps or heat exhaustion possible
105 to 130	Cramps or heat exhaustion likely, heat stroke possible
130 and above	Heat stroke highly likely

The following are recommended guidelines for coaches and volunteers to follow. In responding to each situation that arises, coaches and volunteers should use their best judgment.

1. Approximately 30 minutes prior to the start of the activity, temperature and heat index reading should be taken at the practice or competition by using the website at www.weather.com or a comparable source.

LEVEL	HEAT INDEX TEMPERATURES	EFFECTS ON THE BODY	PRACTICE HOURS	BREAKS	FLUIDS
CAUTION	80-89 F	Some dehydration may occur	Use caution. Watch/monitor athletes carefully for necessary action	Remove helmets. 5 minute breaks every 20 minutes. Ice down towels for cooling.	Cold water
Extreme Caution	90-104 F Re-check the temperature and heat index approximately every 30 minutes to monitor for increased risks	Cramps or heat exhaustion possible	Use extreme caution. Helmets and other possible equipment removed if not involved in contact or necessary for safety. Watch/monitor athletes carefully for necessary action.	Remove helmets. 5 minute breaks every 15 minutes. Ice down towels for cooling	Cold water
Danger	105F + Re-check the temperature and heat index approximately every 30 minutes to monitor for increased risks	Cramps or heat exhaustion likely, heat stroke possible	No Practice	No Practice	Cold water

2. These guidelines are to be applied to all practices that take place on/off park property.

3. Practices and games should be held early in the morning and/or later in the evening to avoid times when environmental conditions are generally more severe.
4. An unlimited supply of water shall be available to participants during practices.
 - Coaches should be made aware of the water source location at each sporting facility prior to practices or games.
 - Coaches/volunteers shall inform all participants that water is always available or accessible, and they will be given permission anytime he/she asks for water.
 - Hydration and fluid replacement is a daily process. Participants and parents should be informed to hydrate themselves before, during and after practice. Participants and parents should also be informed that meals should include an appropriate amount of fluid intake in addition to a healthy diet. Teach participants about dangerous heat illness signs and symptoms and how to monitor each.
5. Give adequate rest periods. Remove appropriate equipment or clothing when possible. Exposed skin cold more efficiently. Remind participants to wear clothes that are light in weight and color.
6. Gradually acclimatize participants to the heat.
 - Research indicates 80% acclimatization may be achieved in seven to ten (7-10) days, but could take up to fourteen (14) days. In some cases, it may take several weeks to become fully acclimated.
 - The length and intensity of practice should be adjusted according to the heat index until acclimatization occurs.
7. Participants that coaches need to carefully monitor include:
 - Participants that have recently had a flu innless (e.g. intestinal viruses).
 - Participants who are overweight or have weight control problems.
 - Participants whose parents have informed coaches that they are taking over- the- counter and prescription medications/supplements.
 - Participants who have done absolutely no exercise at all or participants you know little about.

Cold Weather Recommendations:

- The wind chill factor should be used to determine the severity of the cold temperatures NOT just the temperature alone.
- Warm-up and properly stretch participants until immediately before the competition or practice.
- Participants and parents should be informed.
- Clothing should be selected for comfort.
- Do not overdress.
- Multiple layers provide good insulation.
- Properly cover the head, neck, legs and hands. Extreme cold blocks some sensations of pain. Thus, frostbite can easily affect the fingers, toes, ears and facial areas.
- Drink plenty of water or warm fluids if possible.
- Avoid caffeine and alcohol.
- Stay active to maintain body heat.
- Have high-energy foods available, such as a chocolate bar. Sugar stimulates shivering which is the body's mechanism for re-warming itself.

- Do not start an activity in an extremely wet and cold environment.

Air Quality

Smoke is made up of a complex mixture of gases and fine particles produced when wood and other organic matter burn. The biggest health threat from smoke comes from fine particles. These microscopic particles can get into your eyes and respiratory system, where they can cause health problems such as burning eyes, runny nose, and illnesses such as bronchitis. Fine particles also can aggravate chronic heart and lung diseases - and even are linked to premature deaths in people with these conditions.

Children also are more susceptible to smoke for several reasons: their respiratory systems are still developing; they breathe more air (and air pollution) per pound of body weight than adults; and they're more likely to be active outdoors.

Older adults are more likely to be affected by smoke, possibly because they are more likely to have heart or lung diseases than younger people.

If you have heart or lung disease, such as congestive heart failure, angina, chronic obstructive pulmonary disease, emphysema or asthma, you may experience health effects earlier and at lower smoke levels than healthy people.

How to tell if smoke is affecting you:

Smoke can irritate the eyes and airways, causing coughing, a scratchy throat, irritated sinuses, headaches, stinging eyes or a runny nose. If you have heart or lung disease, smoke might make your symptoms worse.

People with heart disease might experience chest pain, palpitations, shortness of breath, or fatigue.

People with lung disease may not be able to breathe as deeply or as vigorously as usual, and they may experience symptoms such as coughing, phlegm, chest discomfort, wheezing and shortness of breath.

When smoke levels are high enough, even healthy people may experience some of these symptoms.

Protect yourself!

It's important to limit your exposure to smoke - especially if you may be susceptible. Here are some steps you can take to protect your health:

Pay attention to local air quality reports. Stay alert to any news coverage or health warnings related to smoke. Also find out if your community reports EPA's Air Quality Index (AQI). The AQI, based on data from local air quality monitors, tells you about the daily air quality in your area and recommends precautions you can take to protect your health. As smoke gets worse, the concentration of particles in the air changes - and so do the steps you should take to protect yourself.

Use visibility guides, where they're available. Not every community has a monitor that measures particle levels in the air. In the western United States, some areas without air quality monitors have developed guidelines to help people estimate the AQI based on how far they can see. Check with your local air quality agency to find out if there's a visibility guide for your area.

Use common sense. If it looks smoky outside, it's probably not a good time to mow the lawn or go for a run. And it's probably not a good time for your children to play outdoors.

If you are advised to stay indoors, take steps to keep indoor air as clean as possible. Keep your windows and doors closed - unless it's extremely hot outside. Run your air conditioner, if you have one. Keep the fresh air intake closed and the filter clean to prevent bringing additional smoke inside. Note: If you don't have an air conditioner, staying inside with the windows closed may be dangerous in extremely hot weather. In these cases, seek alternative shelter.

Help keep particle levels inside lower. When smoke levels are high, try to avoid using anything that burns, such as wood fireplaces, gas logs, gas stoves - and even candles! Don't vacuum. That stirs up particles already inside your home. And don't smoke. That puts even more pollution in your lungs, and in the lungs of people around you.

If you have asthma or other lung disease, make sure you follow your doctor's directions about taking your medicines and following your asthma management plan. Call your doctor if your symptoms worsen.

If you have heart or lung disease, if you are an older adult, or if you have children, talk with your doctor about whether and when you should leave the area. When smoke is heavy for a prolonged period of time, fine particles can build up indoors even though you may not be able to see them.

Dust masks aren't enough!

Paper "comfort" or "dust" masks - the kinds you commonly can buy at the hardware store - are designed to trap large particles, such as sawdust. These masks generally will not protect your lungs from the fine particles in smoke.

Table referenced from airnow.gov

Air Quality Guide for Particle Pollution		
Good	0-50	None
Moderate	51-100	Unusually sensitive people should consider reducing prolonged or heavy exertion
Unhealthy for Sensitive Groups	101-150	People with heart or lung disease, older adults, and children should reduce prolonged or heavy exertion.
Unhealthy	151 to 200	People with heart or lung disease, older adults, and children should avoid prolonged or heavy exertion. Everyone else should reduce prolonged or heavy exertion
Very Unhealthy Alert	201 to 300	People with heart or lung disease, older adults, and children should avoid all physical activity outdoors. Everyone else should avoid prolonged or heavy exertion.

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VI – First Aid

A. Administering First Aid

- Recreational basketball is a relatively safe sport to play. The purpose of this information is to help with on the court management. It is not intended to replace formal training, nor does it prescribe treatment.

Head Injuries—occur when the head hits head, body, ground, equipment, or the ball

If Unconscious:

- Check the airway, clear it if necessary
- If not breathing, begin CPR
- Send for help
- If breathing, don't do anything until help arrives except to stabilize the neck so it does not turn.
- When consciousness returns, proceed with the following.

If Conscious:

- Check alertness.
- Ask questions, first general then specific to determine mental condition.
- If the questions are answered correctly, they may leave the court/field provided they have had no numbness or tingling and can move all extremities. Have them slowly rise to their feet. If dizzy, faint, or unable to stand on their own, have them lie down again.

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- Check for slurred speech, confusion, numbness, ringing or fullness in the ears or memory loss. If any of these occur, they need to be checked immediately by a medical professional.

Face:

- Stop nosebleeds with direct pressure or pressure right beneath the nose.
- Check for angulations of the nose, which may include a break.
- Check for loose teeth. Dental attention may be needed.

Abdomen—these occur as a blow from the ball or another body

- Allow the player with the “wind knocked out” to regain breathing on their own.
- If pain from a blow lasts more than five minutes, or if it worsens; if player can’t straighten up or walk without pain; or if there is shoulder pain, further evaluation is needed.

Fractures:

- Fractures usually occur with a fall. When a fracture is suspected in the lower extremity, it should be splinted before the player is moved. The upper extremity fracture may be cared for on the sideline, until the player can be checked by a medical professional. Ice should be applied. Clues to a break include the dynamics of the fall, tenderness along a bone, or an obvious deformity.

Concussions:**WHAT IS A CONCUSSION?**

- A concussion is a brain injury. Concussions are caused by a bump or blow to the head. Even a “ding,” “getting your bell rung,” or what seems to be a mild bump or blow to the head can be serious. You can’t see a concussion. Signs and symptoms of concussion can show up right after the injury or may not appear or be noticed until days or weeks after the injury. If your child reports any symptoms of concussion, or if you notice the symptoms yourself, seek medical attention right away.

WHAT ARE THE SIGNS AND SYMPTOMS OF A CONCUSSION?

- Signs Observed by Parents or Guardians If your child has experienced a bump or blow to the head during a game or practice, look for any of the following signs and symptoms of a concussion:
 - Appears dazed or stunned
 - Is confused about assignment or position
 - Forgets an instruction
 - Is unsure of game, score, or opponent
 - Moves clumsily
 - Answers questions slowly
 - Loses consciousness (even briefly)
 - Shows behavior or personality changes
 - Can’t recall events prior to hit or fall

Symptoms Reported by Athlete:

- Headache or “pressure” in head
- Nausea or vomiting
- Balance problems or dizziness
- Double or blurry vision

- Sensitivity to light
- Sensitivity to noise
- Feeling sluggish, hazy, foggy, or groggy
- Concentration or memory problems
- Confusion
- Does not “feel right” Can’t recall events after hit or fall

HOW CAN YOU HELP YOUR CHILD PREVENT A CONCUSSION?

Every sport is different, but there are steps your children can take to protect themselves from concussion.

- Ensure that they follow their coach’s rules for safety and the rules of the sport.
- Encourage them to practice good sportsmanship at all times.
- Make sure they wear the right protective equipment for their activity (such as helmets, padding, shin guards, and eye and mouth guards). Protective equipment should fit properly, be well-maintained, and be worn consistently and correctly.
- Learn the signs and symptoms of a concussion.

WHAT SHOULD YOU DO IF YOU THINK YOUR CHILD HAS A CONCUSSION?

- Seek medical attention right away. A health care professional will be able to decide how serious the concussion is and when it is safe for your child to return to sports.
- Keep your child out of play. Concussions take time to heal. Don’t let your child return to play until a health care professional says it’s OK. Children who return to play too soon—while the brain is still healing—risk a greater chance of having a second concussion. Second or later concussions can be very serious. They can cause permanent brain damage, affecting your child for a lifetime.
- Tell your child’s coach about any recent concussion. Coaches should know if your child had a recent concussion in ANY sport. Your child’s coach may not know about a concussion your child received in another sport or activity unless you tell the coach.
- **1.14a CONCUSSION PROTOCOL TRAINING**
- All JaxPAL athletic staff, coaches and volunteers must take the heads Up Concussion training course. Coaches must take the course prior to participating in any athletic programs offered by the Police Athletic League. Certificate of completion of each JaxPAL staff and coach must be kept on file at the JaxPAL offices. (Flag and Tackle Football coaches must take concussion training via USA Football to be eligible to participate in their leagues <https://usafootball.com/programs/heads-up-football/youth/concussion/> All other coaches (basketball) will take the CDC heads up to Youth Sports Concussion Training <https://www.cdc.gov/headsup/youthsports/coach.html> Boxing Coaches receive their certifications through USA Boxing.

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A Fact Sheet for PARENTS

It's better to miss one game than the whole season.

For more information and to order additional materials free-of-charge, visit:

www.cdc.gov/ConcussionInYouthSports or
www.usafootball.com/health-safety/concussion-awareness

For more detailed information on concussion and traumatic brain injury, visit: www.cdc.gov/injury

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES CENTERS FOR DISEASE CONTROL AND PREVENTION

Progressive Return to Activity Program:

An athlete should return to sports practices under the supervision of an appropriate health care professional. When available, be sure to work closely with your team's certified athletic trainer.

Below are five gradual steps that you and the health care professional to follow to help safely return an athlete to play. Remember, this is a gradual process. These steps should not be completed in one day, but instead over days weeks, or months.

Step 1: Begin with a light aerobic exercise only to increase an athletes' heart rate. This means about 5-10 minutes on an exercise bike, walking, or light jogging. No weight lifting at this point.

Step 2: Continue with activities to increase an athletes' heart rate with body or head movement. This includes moderate jogging, brief running, moderate-intensity stationary biking, moderate-intensity weight lifting (reduced time and/or reduced weight from the athlete's typical routine).

Step 3: Add heavy non-contact physical activity, such as spinning/running, high-intensity stationary biking, regular weight lifting routine, non-contact sport-specific drills (in three planes of movement).

Step 4: Athlete may return to practice and full contact in controlled practice.

Step 5: Athlete may return to football competition.

As a coach, you should pay careful attention to an athlete's symptoms, as well as the athlete's thinking and concentration skills at each stage of activity. Any symptoms should be reported to their health care provider. If an athlete's symptoms come back or he gets new symptom's as he becomes more active at any stage, this is a sign that the athlete is pushing himself to hard. An athlete should only move to the next level of activity if he does not experience any symptoms at each level. If an athlete's symptoms return, he should stop these activities and the athlete's health care provider should be contacted. After more rest and an OK form his health care provider, the athlete should return to the first level and he should then restart the program gradually.

Sprains and Strains

Often sprains and strains in youth athletes are under treated.

While rest, ice, compression, and elevation are important in the initial treatment, range of motion, contrast baths, ice massage, and strengthening exercises may be part of the rehabilitation. Since

ligaments are usually stronger than growth plates, some slow to heal sprains are really growth plate fractures.

Youth are just as susceptible to overuse as adults—that strain may be a stress fracture. So, it is best to treat the injury with R.I.C.E. on the court, but have the parents assume responsibility for further evaluation and treatment.

- Prevent further injury—do not allow weight bearing in getting off the court
- If there is any locking, grinding, or instability of the knee, it should be examined as soon as possible.
- The ankle is most often injured on the outside portion.
- Treatment for sprains, strains, and contusions (R.I.C.E.)
- Rest—no weight bearing
- Ice—use a layer of material between ice and skin
- Compression—wrap with an elastic bandage to minimize the swelling
- Elevate—the injured part
- The player may return to practice when he/she can run figure 8's without pain or limp and can hop without pain.

Heat Related Illness

Can be caused by inadequate body water or dehydration. They include muscle cramps, heat exhaustion and heat stroke. Prevention is easy by practicing in the cooler parts of the day and having frequent enforced water breaks. This helps form the habit of drinking during exercise.

Heat Exhaustion

- An emergency
- Pale, clammy skin
- Rapid and weak pulse
- Weak—unable to play
- May be dizzy or faint
- Treatment is to have them lie down in a cool place and drink cold fluids
- Notify parents to take home

Heat Stroke

- An Emergency—as the body has lost the ability to lose heat
- Hot, dry, red skin
- May be dizzy, weak, and confused
- Pulse is rapid and strong
- May be unconscious
- Transport immediately for medical attention
- Remove heavy clothing, cool body with water, ice, wet towels
- Cool fluids if able to drink

Sudden Cardiac Arrest

- Sudden cardiac arrest is not the same as a heart attack. It is the result of structural or electrical disorders in the heart that lead to a potentially lethal arrhythmia.
- Often, the first sign of a potential cardiac arrest is collapse during exercise. By having a properly trained staff and an AED (defibrillator) onsite, school and league administrators can greatly reduce tragic outcomes when SCA occurs.
- For more information, go to <http://usafootball.com/sudden-cardiac-arrest>

B. Incident Reporting

- Any incident/injury that requires a coach's attention needs to be documented on a JaxPAL Incident Report form. This form needs to be completed in its entirety and sent to the Program Coordinator within 24 hours.

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VII – Fundraising

JaxPAL FUNDRAISING/SOLICITATION POLICIES

Fundraising activities provide the necessary money for the year-round operation and is essential to the sustainability of the JaxPAL athletic programs. A fundraising request form must be completed and approved by the JaxPAL Executive Management Team before beginning any fundraiser. This form is to be used by all coaches, volunteers, staff, team moms/dads, and any other person(s) and organization(s) who would like to plan an organized fundraiser or third-party fundraiser on behalf of JaxPAL.

All monies collected during each fundraiser must be turned in to the JaxPAL Finance Department. To utilize the funds from a fundraiser, the program coordinator must complete a Proposed Disbursement of Funds form and turn in to your immediate supervisor.

Fundraising/Solicitation Events

Any coordinator, volunteer, coach, team mom/dad or any other person(s) or organizations associated with activities for the Police Athletic League of Jacksonville, Inc. (JaxPAL) must submit fundraising plans, events and projects along with this fundraising/solicitation request form to the JaxPAL Executive Management Team for review and approval before beginning any fundraiser or third-party fundraiser.

1. The coordinator shall complete a Fundraising action plan and submit to the Athletic Director no later than 3 weeks prior than the proposed event.
2. The Athletic Director will determine the initial viability of the fundraiser and forward the fundraising request form to the Development Department.
3. The coordinator will be notified when the Action Plan has been approved or denied by the JaxPAL Executive Management Team and can then proceed with the fundraising event plans.

4. **Any and All funds** collected shall be submitted to the JaxPAL coordinator within 72 hours after the event; excluding weekends and holidays. Under no circumstances will funds be disbursed without turning in the Proposed Disbursement of funds raised.
5. All products to be ordered will follow the normal JaxPAL purchasing procedures including the submission of a purchase order by the program coordinator including all documentation supporting the disbursement.
6. Under no circumstances shall an order be placed with any vendor or business under the name of JaxPAL by anyone other than an employee of JaxPAL.

Additional:

- The JaxPAL accounting office will provide the sales tax exemption certificate directly to a vendor, if requested.
- Promotional materials of any nature that reference the Police Athletic League or any of its participants' teams must receive approval of the Executive Director, prior to distribution.
- Items displaying the PAL logo shall be manufactured only with the pre-approval of JaxPAL.
- The use of Jacksonville Police Athletic League, Inc.'s ("JaxPAL") name, logo, or trademark, or any effort to imply an affiliation with JaxPAL, is strictly prohibited without the written authorization of JaxPAL's executive management.

Gift Solicitation and Prospect Clearance Policy

To preserve JaxPAL's credibility among its financial supporters, the Gift Solicitation and Prospect Clearance Policy will serve to govern all solicitations made on behalf of JaxPAL. In addition, the purpose of a Gift Solicitation and Prospect Clearance Policy is to optimize JaxPAL's fundraising efforts by ensuring that solicitations are made to donors that will ensure the most appropriate match of donor interests and JaxPAL's priorities, and maximize their giving to the organization.

1. All solicitations made on behalf of JaxPAL of charitable gifts of any sort (cash, securities, real or personal property, equipment or gifts-in-kind) by any means (mail, telephone, email, personal visit or other) are to be approved by and/or coordinated by the JaxPAL Executive Management Team.
2. Any staff or volunteer wishing to solicit any gift or undertaking any fundraising activities on behalf of JaxPAL (including third-party fundraising events) or other funded gifts from individuals, corporations and foundations must obtain clearance from the JaxPAL Executive Management Team.
3. Unsolicited and spontaneous gift offers may be responded to at once. In such an event, however, immediate notification regarding the same shall be made to the JaxPAL Executive Management Team.

Additional:

- The use of Jacksonville Police Athletic League, Inc.’s (“JaxPAL”) name, logo, or trademark, or any effort to imply an affiliation with JaxPAL, is strictly prohibited without the written authorization of JaxPAL’s executive management.
- All marketing or fundraising collateral materials; flyers, forms, t-shirts, solicitation letters and other items which will include the JaxPAL logo and/or name or solicitation language must be reviewed by the JaxPAL Executive Management Team to ensure brand consistency.

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VIII: - Policy

- A. Coach Behavior Policy
- B. Coaches Code of Conduct
- C. Game Day Conduct

JaxPAL Sports Coaches have the potential to influence a great number of people. We want you to be a positive role model for youth by maintaining an attitude of RESPECT, RESPONSIBILITY, HONESTY, and CARING.

Please Remember:

1. Your attitude and actions are on display for your team, your team’s parents, plus opposing teams.
2. You are a role model—volunteer coaches should appear clean, neat, and appropriately attired. You should treat all children equally—regardless of sex, race, religion, or culture.
3. Coaches must use positive techniques of guidance, including redirection, positive reinforcement, and encouragement—rather than competition, comparison, and criticism.
4. JaxPAL Coaches should be involved for the kids:
 - To teach skills & knowledge about the game
 - To teach sportsmanship, teamwork, and character
 - To provide a fun, low-key environment for all
 - To promote friendships and family togetherness

(A) Coach Behavior Policy:

- Harassment, verbal criticism and physical attack of officials is not allowed. The Sport Director or site supervisors are available for constructive comments during or at the end of games. **In the event of a physical attack, the coach will be removed from the activity and possibly removed for JaxPAL Volunteer program.**
- In order to protect JaxPAL volunteers and participants, at NO time during a JaxPAL program should a volunteer leave a child unsupervised or be alone with a single child where they cannot be observed by others.

- Never touch a child in a manner that could be interpreted as abusive or would make them feel uncomfortable.
- Treat each child on your team and opposing teams as individuals and be sensitive to their own personal feelings. Profanity, inappropriate jokes, sharing intimate details of one’s personal life, and any kind of harassment in the presence of children or parents is inappropriate.
- Effective coaching experts agree that instructions should be given at practice. An over-abundance of instruction at game time only serves to confuse players.
- Mannerisms can be just as offensive as foul language, i.e. throwing things, flailing movements, foot stomping, and tone of voice. This behavior is not allowed.
- Smoking or use of tobacco in the presence of children, as well as, possessing or being under the influence of alcohol or illegal drugs during JaxPAL programs are all prohibited.

Volunteers shall not abuse children including:

- Physical abuse—strike, spank, shake, slap
- Verbal abuse—humiliate, degrade, threaten
- Sexual abuse—inappropriate touch or verbal exchange
- Mental abuse—shaming, withholding praise, cruelty

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(C) CODE OF CONDUCT

(D) Coaches

1. Respect the game, play fairly and follow its rules and regulations.
2. Show respect for authority to the officials of the game and of the league
3. Demonstrate good sportsmanship before, during and after games.
4. Honor the spirit and the letter of rules. Teach your children to avoid temptations to gain competitive advantage through improper gamesmanship techniques that violate the highest traditions of sportsmanship.
5. Be courteous to opposing teams and treat all players and coaches with respect.
6. Be modest when successful and be gracious in defeat.
7. Respect the privilege of the use of public facilities.
8. Refrain from the use of drugs, tobacco, alcohol and abusive language during practices or at games.
9. Encourage good sportsmanship by demonstrating positive support for all players, coaches, fans and officials at games, practices and other sporting events.
10. I (and my guests) will not engage in any kind of unsportsmanlike conduct with any official, coach, player or parent such as booing and taunting; refusing to shake hands.
11. Advocate a sports environment for my child that is free of drugs, tobacco, alcohol and abusive language and gestures, and refrain from their use during youth sporting events.
12. I will never place the value of winning before the safety and welfare of any and/or all players.
13. I will never knowingly jeopardize the eligibility and participation of a student-athlete.
14. I will not engage in verbal or physical threats or abuse aimed at any coach, parent, player, participant, official, JaxPAL staff or any other attendee.

i. _____
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Parents

1. Teach and practice good sportsmanship at all games and practices. You are role models!
2. Know the rules of the game of the sport.
3. Respect the game of Tackle Football, Flag Football, Basketball, Boxing, Cheerleading and Track programs.
4. Respect the officials. Respect the coaches, most are volunteers.
5. While the child is practicing or playing in a game do not coach your child. Let players play and coaches coach, and support both positively.
6. Do not EVER criticize other players regardless of the circumstance.
7. Follow the “24 Hour Rule”; if you have a complaint resulting from a game (or practice) situation, speak with the coach on the following day.
8. If there is a serious problem, notify either the Coordinator of the designated sports program. If you are not satisfied of the resolution contact the JaxPAL Recreation Specialist.
9. Emphasize the FUN of the game and the team, putting forth effort at all times, not wins and losses.

Players

1. Respect your teammates, coaches, referees and opponents at all times.
2. Give 100% effort at each practice and game.
3. Know the rules of the game of sport you are in and abide by them.
4. Support and encourage your teammates. Set a positive example.
5. Wear the required equipment at all games and practices, and keep your equipment well maintained.
6. Display good sportsmanship at all times on and off the field.
7. Don't be afraid to make a mistake; that is part of learning.
8. Learn from your coaches; practice hard; play smart; Have Fun!
9. Be modest in victory and gracious in defeat.

For All

1. Any conduct, including abusive language and/or gestures, racially insensitive remarks, attempts to intimidate, damage to property or belongings, is flagrantly rude, or cannot control their language or actions with any official, coach, volunteer, JaxPAL representative, JSO Police officer or any other conduct that reflects poorly on yourself or JaxPAL and is deemed to be unacceptable, will not be tolerated. The participant or spectator, he/she will be removed the event. His or her child or children could also be removed from the event.
2. This rule applies to all players, parents, siblings and guests at all times when in or around games or practices as a member of the program.
3. During a tournament or game when you are away, you represent the City of Jacksonville, the Police Athletic League of Jacksonville, Inc. All parties/spectators for JaxPAL are required to; 1) Treat others in a courteous, respectful manner demonstrating ethical behaviors appropriate to a positive role model for youth. Obey all laws of the locality, state, and nation, including those related to use of illegal substances, or use of firearms. Any conduct such as shoplifting, destruction of property, consumption of drugs or alcohol, or any other improper activity or behavior will not be tolerated. This rule applies for the entire time when it is away for a game or tournament.
4. Recognize that verbal, sexual, physical abuse, and/or neglect of youth is unacceptable in any environment. Avoid the use of obscene, impolite, and/or discriminatory language at any JaxPAL activity or where youth are present. Observe a “The 24 Hour Rule” before presenting constructive criticism. Be respectful of youth and adult leaders, the lesson plan and the leadership. Allow leaders to lead.
5. Parents/Spectators may not; 1) Approach the bench/sidelines during a practice or game; 2) Enter into any playing area/court/field during practices or games; 3) approach a referee/umpire during any game; 4) Coach from sidelines
6. The Executive Director and Athletic Director will deal with unacceptable conduct at its sole discretion, imposing warnings, suspension or expulsion, as it deems appropriate.

***ANY SUSPENSION OR EXPULSION BASED ON VIOLATIONS OF THE CODE OF CONDUCT WILL NOT BE ACCOMPANIED BY A REFUND.**

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COACH'S PLEDGE: I recognize that I am one of the most important role models for children and that youth sports help to develop a sense of teamwork, self-worth and sportsmanship. I will encourage my athletes to play by the rules and respect the rights of other. I understand it is important to enforce rules of play and set conduct standards as necessary components in athletics and life. I will at all times encourage my athlete to play by the rules, respect the game officials' decisions and not criticize a game official's ruling during or after an athletic contest.

As a Coach, I understand that I must follow these rules to stay in good standing.

1. Respect the game, play fairly and follow its rules and regulations.
2. Show respect for authority to the officials of the game and of the league
3. Demonstrate good sportsmanship before, during and after games.
4. Honor the spirit and the letter of rules. Teach your children to avoid temptations to gain competitive advantage through improper gamesmanship techniques that violate the highest traditions of sportsmanship.
5. Be courteous to opposing teams and treat all players and coaches with respect.
6. Be modest when successful and be gracious in defeat.
7. Respect the privilege of the use of public facilities.
8. Refrain from the use of drugs, tobacco, alcohol and abusive language during practices or at games..
9. Encourage good sportsmanship by demonstrating positive support for all players, coaches, fans and officials at games, practices and other sporting events.
10. I (and my guests) will not engage in any kind of unsportsmanlike conduct with any official, coach, player or parent such as booing and taunting; refusing to shake hands.
11. Advocate a sports environment for my child that is free of drugs, tobacco, alcohol and abusive language and gestures, and refrain from their use during youth sporting events.
12. I will never place the value of winning before the safety and welfare of any and/or all players.
13. I will never knowingly jeopardize the eligibility and participation of a student-athlete.
14. I will not engage in verbal or physical threats or abuse aimed at any coach, parent, player, participant, official, JaxPAL staff or any other attendee.

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Enforcement of the Code of Conduct:

The Police Athletic League is dedicated to raising the standard of service to youth in sports through the enforcement of this Code of Conduct in youth sport programs.

This Code of Conduct defines the expectations for individuals serving as coaches and volunteers in youth sports and provides the tools to be used by all, when necessary, to check behavior and to protect all children from the psychological, emotional, physical or social abuses that can be perpetrated against them by youth sport coaches.

JaxPAL firmly believes that for the sports experience to be positive, safe and a learning experience for youth, volunteer coaches must be trained and held accountable for their behavior when working with and around children. Every JaxPAL coach/volunteer is required to sign and adhere to the Coaches' Code of Conduct. It is also the duty of JaxPAL to respond to complaints against a coach or volunteer in any JaxPAL sports program.

The purpose of this procedure is to hear the complaints and to determine what, if any, action should be taken towards correcting the coach's or volunteers behavior. In order to provide JaxPAL the flexibility to take appropriate action when a coach/volunteer is found to have violated the Code of Conduct, JaxPAL reserves the right to take a range of possible actions, including suspension or expulsion from the program. Physical threats or actions against child, parents, coaches or members of JaxPAL or Jacksonville Sheriff's Office could also result in arrest and prosecution.

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C) Game Day Conduct

Any coach or other team official who is ejected from a game for any reason, or removes, his/her team from the court or field prior to the end of the game, or will be suspended as follows:

First Offense: Minimum Suspension – One Week (Football, Cheer, Track (1 meet), flag, Basketball-one game, next game)

Second Offense: Minimum Suspension- Two Weeks (Football, Cheer, Track, Flag, Boxing. Basketball- one week if multiple games during the week)

Third Offense: Minimum Suspension- One Year (All sports)

Also any head coach who allows a coach to coach a game in their absence that has not been cleared or has a person sit on the bench during games or conduct practices without being cleared will face the same penalties listed above. * Note: Suspensions are inclusive to all coaches, regardless of the event/game location. (Tackle Football has specific rules for suspensions. See current league rules)

** In the event a team clears the bench to confront the opposing team, the team and coach will automatically forfeit the current game, will be suspended for the next game and a forfeit applied. Upon review and investigation of the situation, the administration may take further action towards the team and/or coach. **

During practices and games, all non-participant children are to remain with their parents at all times. They are not allowed on the field, floor or room during practices or games (i. e. dribbling on the floor during a game or throwing a football or running on field near game area). Small kids under age 7 have to be escorted to the restrooms with an adult. Parents cannot leave the facility during practices or games of kids ages 7 and under. After each game, the floor or field, are to remain clear from non-participants.

Policy Enforcement:

- Individual may be given a warning for inappropriate behavior or violation of rules.
- If a child is left unsupervised, he/she will be asked to return to parents. (Coordinator or officer should escort player back to parents).
- Individuals may be asked to leave the game(s) and may be asked not to return for other youth Sports activities.
- Other sanctions as deemed necessary may be enforced.

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D) Social Media Policy

Social media is an important part of communicating and interacting in today's society. Some social media programs include Facebook, YouTube, Reddit, Blogger, Twitter, Tumblr, LinkedIn, Instagram and any online forum, blog or network.

JaxPAL has no desire to limit personal creativity or freedom of expression, but volunteers are reminded that they are at all times linked to and are representatives of the organization. They are therefore reminded not to engage in libelous or hateful material in social media.

Regarding the Organization

While employees/volunteers may reference **JaxPAL** in social media, they are reminded that confidential material of any kind is strictly prohibited and posting such information online or in social media outlets may result in dismissal from the organization. This includes, but is not limited to: co-volunteer's personal information, participants/family information, and any program information that is not public knowledge. With regard to whether or not material is confidential, follow one rule: If you are not sure, do not post it.

When referring to **JaxPAL**, always keep your tone professional, factual and respectful. **JaxPAL** will not tolerate any prejudice or discrimination (including age, sex, race, color, creed, religion, ethnicity, sexual orientation, gender identity, national origin, citizenship, disability, or marital status or any other legally recognized protected basis under federal, state, or local laws, regulations or ordinances). In addition, **JaxPAL** will not tolerate any posts that use hateful, libelous, derogatory, obscene, threatening or abusive language when speaking about the organization, its directors, co-volunteers, families, competitors, vendors or sponsors. In any mention of **JaxPAL** please include the following statement at the end of the post: "This is the sole opinion of the writer and in no way reflects the thoughts, opinions or values of **JaxPAL**, its employees or volunteers."

Personal Content

Volunteers writing about personal material unrelated to the organization should still remember that they represent the organization at all times and avoid posting anything on the internet that violates the organization's Mission, Vision or Value statements.

Team Pages

Any information about your team can be created on the Sports Connect. The Team Manager App allows teams to post pictures, schedules, and communicate between parents and coaches. **You cannot create a JaxPAL team page on Facebook, Twitter, Instagram or any online forum without permission from the JaxPAL Management team.**

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I, _____, have read and understand all 29 pages of the
(Coach's Name)

Coaches handbook and agree to abide by all guidelines, rules and expectations. I have also been given a copy of the JaxPAL individual sports athletic rules and understand it is my responsibility to become familiar with its rules, policies and procedures.

(Coach's Signature)

(Date)

"PAL Today... Leader for Life"

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