SOFTBALL STRATEGIC INITIATIVES

CENTRE FOR NEWFOUNDLAND STUDIES

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SOFTBALL STRATEGIC INITIATIVES

by

Gary Corbett

An internship report submitted to the

School of Graduate Studies

in partial fulfillment of the

requirements for the degree of

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School of Physical Education, Recreation and Athletics
Memorial University of Newfoundland

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ABSTRACT

Whether you are at the grassroots stage starting a softball league or you are evaluating and reviewing your present day softball program, this internship report titled " Softball Strategic Initiatives " provides those strategic initiatives that will assist in building a solid foundation for softball.

The sport of softball continues to grow rapidly throughout the world. One of the reasons given credit for this world wide increase is softballs introduction into the 1996 Summer Olympics in Atlanta, U.S.A. Presently, over one hundred twenty (120) countries are organizing, developing and administrating softball. In order to progress, many countries are requesting assistance from the International Softball Federation.

This internship report includes a process to conduct a review of present softball programs, develop a constitution and by-laws, organize a minor softball developmental program, organize fast pitch pitching clinics and formulate a strategic plan for improvement and advancement. These initiatives strategically developed and implemented will put the ball in play. It's up to the organizers to develop the strategies and score the runs.

Batter up!

ACKNOWLEDGMENTS

Developing softball strategic initiatives could not have been written without the cooperative effort of a number of people. Thank you Dr. Colin Higgs, Director; Dr. Basil Kavanagh, Chair of Graduate Studies and Frank Butler, Associate Director of Memorial University of Newfoundland's School of Physical Education, Recreation and Athletics. A special thank you to Dale McMann, President of Softball Canada and Northern Vice-president for the International Softball Federation and Marguerite Grant, Director of International Programs and Special Events. Without Marguerite's determination and persistence in dealing internationally, the international portion of this project could not have materialized. Thank you to Don Porter, President of the International Softball Federation and Gregory Christie, President of the Bahamas Softball Federation. A special thanks to Ivan Hapgood, President of Softball Newfoundland and Labrador. Each one of you played a major role in this internship experience.

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While in the Bahamas, I was able to hold thirty-two (32) softball skills clinics. Thank you to all of the players, coaches, managers and parents who were so interested

in these clinics. Special thanks to Pedro Marcello of Long Island and Fred Cornish of Abaco. I'm sure that you will be ready for the 2000 International Softball Federation World Men's in South Africa.

Thank you to the Telegram, the Herald, VOCM, NTV, Shoreline, Compass and the Western Star, media in Newfoundland, Canada, my home province for the publicity you provided this international sport experience. To the media in the Bahamas, Bahamas Cable, ZNS, Cool and the Freeport News, thank you for providing softball the opportunity to promote this project.

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CHAPTER 1

DEVELOPING A SOFTBALL CONSTITUTION

Introduction

The last time the constitution and by-law's of Softball Newfoundland and Labrador was reviewed and rewritten was 1994. Since then, while new constitution changes were approved and many of the by-laws changed, the information was not included in the original document. Failure to have this information readily available has caused some Board decisions to be based on outdated inaccurate information.

In order to complete this task, it was important to research all of the Board of Directors Management Committee Meetings, Directors and Annual meetings since 1994 to make certain all approved changes were adequately reflected within the constitution and by-laws. As I was beginning this task, Softball Newfoundland and Labrador approved a new strategic plan (April 1999) *"Hitting Our Targets Better"*. This plan meant a major shift in direction for the Association necessitating all Target Priorities to be reflected in the constitution.

In an effort to help Softball Newfoundland and Labrador have as current as possible constitution and by-laws, I also researched Softball Canada's and the St. John's Soccer Association constitution and by-laws for assistance in areas that may not have been covered.

As I encountered new information, it was discussed with the President and Directors as to the accuracy and how it should be worded for inclusion into this

document. Once, it was included, I then discussed it with the President to make certain that where it affected other areas, that the necessary changes were made.

This updated revised constitution and by-laws will be presented to the Board of Directors for Softball Newfoundland and Labrador at an upcoming meeting in November. From there, it will be passed along to our legal advisor for his input. The finished document will be presented to delegates at the Annual General Meeting in April, 2000.

ARTICLE 1 NAME OF ASSOCIATION

A. The name of this Association shall be "*Softball Newfoundland and Labrador Incorporated* "originally formed October 22, 1980 hereinafter known as "The Association" in the Constitution and By-Laws of Softball Newfoundland and Labrador Incorporated. Softball Newfoundland and Labrador is a non-profit organization incorporated under provisions of the Revised Statutes of Newfoundland. Softball Newfoundland and Labrador is a member of Softball Canada as well as Sport Newfoundland and Labrador.

ARTICLE 2 AIMS AND OBJECTIVES

1. To improve and enhance the quality of life of young men and women in Newfoundland through the promotion of the sport of softball.
2. To promote sportsmanship and a spirit of fair play among individuals at all levels.
3. To foster the development of physical and mental skills to all those who participate in the game of softball.
4. To provide an opportunity for men and women and children from various parts of the province of Newfoundland and Labrador and indeed all parts of Canada to

come together in a spirit of friendship and competition.

5. To promote softball at the recreation and competitive levels according to the needs of the membership.

6. To assist groups involved with people with special needs.

7. To provide a liaison between Softball Newfoundland and Labrador and Softball Canada.

8. To provide leadership for and co-ordinate the development of softball in Newfoundland and Labrador.

9. To regulate and govern the sport of softball in the province of Newfoundland and Labrador.

ARTICLE 3 POWERS OF THE ASSOCIATION

1. To elect an Executive with the following powers:
   i. To appoint committees.
   ii. To call meetings of association.

2. To manage the affairs of Softball Newfoundland and Labrador.

3. To deal with disciplinary matters including the suspension and expulsion of members where necessary.

4. To set fees, raise or borrow money for the purpose of carrying out the objectives of the association.

5. To define geographic boundaries.

6. To define duties of appointed and elected members.

7. To hire a Technical Director, define duties and job description and supervise the

working schedule of that person.

8. To make, amend and repeal by-laws necessary or useful to promote and exercise the powers of the association.

9. To require annual written reports from the Technical Director and all members of the Board of Directors.

10. To award Softball Newfoundland and Labrador Tournaments and to oversee the operation of these tournaments.

11. To conduct coaching, umpiring and skills clinics for the purpose of upgrading the calibre of softball.

12. To appoint coaches and management personnel and define their responsibilities for Softball Newfoundland and Labrador teams where applicable.

14. To do all such matters and things as may be necessary for exercising the powers referred to in this constitution.

ARTICLE 4 MEMBERSHIP

A. Subject to the By-Laws of this association a member shall include the following:

i. Any affiliated league or team duly registered with Softball Newfoundland and Labrador.

ii. Executive member or official appointed or elected to the Board of Directors of Softball Newfoundland and Labrador.

iii. Any league member, be it an executive member, coach or player in good standing with the association.

iv. Any umpire or game official duly registered and in good standing with the

association.

B. Being in good standing with the association shall be defined as having all dues paid and not being under suspension or expulsion by the association, Softball Canada or an affiliated league.

ARTICLE 5 ADMINISTRATION OF THE ASSOCIATION

A. The Eastern Region: East and South of Gander.

B. The Western Region: Gander ,West and North except Labrador.

C. The Northern Region: Labrador.

ARTICLE 6 ADMINISTRATIVE PERSONNEL OFFICERS

The Association shall be organized in the following manner.

A. All delegates attending the Softball Newfoundland and Labrador Annual General Meeting shall have the right to vote for all positions on the Board of Directors except that of Past-President, Public Relations Director, Marketing Director, Skill Development Director and Membership Services Director.

B. The Board of Directors shall consist of a maximum of 14 Directors to represent the Association. These Directors plus the immediate Past President shall constitute the Board of Directors of the Association.

The Board of Directors of the Association shall consist of:

(i) President

(ii) Vice-President

(iii) Finance Director

(iv) Gander and West Director

(v) Northern Director

(vi) Minor Fast Pitch Director

(vii) Minor Slo-Pitch Director

(viii) Adult Fast Pitch Director

(ix) Adult Slo-Pitch Director

(x) Membership Services Director

(xi) Public Relations Director

(xii) Marketing Director

(xiii) Skill Development Director

(ix) Umpire-In-Chief

(xiv) Immediate Past President

Directors of the following positions will be appointed by the President within 60 days of the Annual General Meeting:

i. Umpire-In-Chief

ii. Membership Services

iii. Public Relations

iv. Marketing Director

v. Skill Development

C. Committees: The President shall be responsible for the appointment of the following committees:

i. The Management Committee

ii. Nominating Committee

iii. Finance Committee

iv. Advisory Committee

v. Minor Program Committee

vi. Constitution Committee

vii. Senior Program Committee

viii. Caribou Complex Operating Committee

ix. Awards Committee

x. Coaching Committee

D. Voting Membership

1. The voting membership shall include all individuals duly registered with Softball Newfoundland and Labrador and in good standing with the association.

ARTICLE 7 TERMS OF OFFICE BOARD OF DIRECTORS

A. Those officers named in Article 6, Section B, Sub Section i-ix shall constitute the elected members of the association with full voting privileges.

B. Those officers named in Article 6, Section B, Sub Section i-v will be considered as the appointed members of the Board of Directors with no voting privileges.

C. The office of past president will have no voting privileges.

D. Duration of the terms of office:

i. All elected members of the Board of Directors are elected for a two (2) year term of office.

ii. All appointed members of the Board of Directors shall be appointed for a

two (2) year term of office.

iii. A term of office shall end at the time of election of a new executive during each Annual Meeting.

iv Directors elected at the AGM in 2000 remain on the board for a two year period these include (President, Vice-President, Finance Director, Gander West Director, Northern Director). The Board members of Adult Fast Pitch Director, Adult Slo-Pitch Director, Minor Fast Pitch Director and Minor Slo-Pitch Director will be elected until 2001. Subsequent elections will be for a two-year term thereby providing continuity of the Board. Beginning in the year 2000, the following appointed positions would be for two-year terms: Membership Services Director, Public Relations Director, Marketing Director and Skills Development Director.

D. All appointments to the Board of Directors must be made by the President or a committee of the President within sixty (60) days of the completion of the Annual General Meeting and must meet the approval of the majority of the voting members of the Board of Directors.

E. Voting Eligibility:

i. Only those members elected to the Board of Directors at an Annual General Meeting may have voting privileges as a member of the Board of Directors either at the Board Meetings or the Annual General Meeting.

ii. In addition to E (i) above, the past president will not have full voting privileges as a member of the Board of Directors.

iii. The President may appoint a replacement for an elected Board Member who has resigned, been suspended or who has otherwise vacated the position and any member so appointed shall have full voting privileges as an elected member of the Board of Directors.

ARTICLE 8 ELIGIBILITY FOR OFFICE

A. i. Any delegate or director or member of the Association in good standing with the Association shall be eligible for any office of the Association, excepting the office of Treasurer, Past President and President.

ii Only candidates in good standing with the Association and with the background in financial matters shall be eligible for the office of Treasurer.

iii. Only candidates in good standing with the Association and having served at least two (2) years on the Executive are eligible to run for office of President.

iv. Only candidates with a minimum of Level 4-umpire certification may be appointed umpire in chief.

B. All members of the Board of Directors who are in good standing with the Association shall be eligible for continuing re-election to the Board of Directors.

ARTICLE 9 ADMINISTRATIVE PERSONNEL - POWERS AND DUTIES

A. The Board of Directors

i. The Board of Directors shall govern the affairs of the Association. The Board of Directors shall have all the powers of the Association unless

otherwise designated. The Board of Directors shall be accountable to the membership at large.

ii. Notice of a Board Meeting shall be given to the Directors at least one week prior to the date of the meeting. However, the Board of Directors may meet on regular assigned dates without notice. In the event of an emergency a meeting may be called at any time or place with the consent of two-thirds (2/3) of the membership of the Board of Directors.

iii. A "Quorum" for the purposes of a meeting of the Board of Directors shall be constituted by the attendance of 50% plus 1 (one) of the voting membership of the Board of Directors.

iv. The Board of Directors shall have the authority to settle all matters not provided for in regulations governing provincial playoffs. The decision of the Board shall be final.

v. The President may call a meeting of the Board at any time provided that a weeks (7 days) notice is given of the date of the meeting in accordance with Article 9, Section A, Sub-Section ii.

vi. A special meeting of the Board may be called upon the request of six members of the Board provided that the following conditions are met:

1. That the request is made to the President in writing.
2. That the business to be brought before the meeting is stated in the written request.

In such cases the President must call a meeting within twenty-one (21) days of the written request.

vii. It shall be the duty of the Board to select and hire the Technical Director of the Association.

viii. A decision of the majority of those present and voting shall constitute a decision of the Board.

ARTICLE 10 BOARD MEMBERS RESPONSIBILITIES

President

A. The President shall:

i. preside at all annual meetings and meetings of the Board of Directors.

ii. be an ex-officio member of all committees.

iii. have the authority to designate any member of the Board of Directors to carry out her/his duties in connection with some specific undertaking. The designated member shall exercise the duties of the President to the Secretary who will table under "General Correspondence" at the Annual General Meeting.

iv represent the Association at the Softball Canada Meetings with all voucher expenses paid for by the Association including a per diem allowance not exceeding that permitted from time to time by the By-Laws.

v. Only exercise his/her vote for tie breaking purposes.

vi. with the approval of the Management Committee appoint the Chairpersons of all Committees unless otherwise specified.

vii. In conjunction with the Technical Director negotiate any and all contracts on behalf of or for the benefit of the Association subject to ratification of the Management Committee.

Vice-President

10. B. The Vice-President shall:

i. represent the Association at all meetings and functions in the absence of the President.

ii. Conduct an annual review of the Association

iii. perform such duties as assigned by the President.

iii. assume the chair of President if for any reason the President is unable to complete the designated term of office. This responsibility will cease at the next Annual General Meeting at which time an election will be held for the office of President.

Membership Services Director

10. C. The Membership Services Director shall:

i. keep a record or correct list of all members of the Association in conjunction with the Technical Director.

ii. be responsible for registering all member leagues, teams and players annually.

iii. present to the Board for final decision all concerns as to the eligibility of leagues, teams and players.

iv. create in consultation with Technical Director a one pager on the benefits

of belonging to Softball Newfoundland and Labrador.

v. create in consultation with the Technical Director a one page on "Where your membership dollars go."

vi. be responsible in consultation with the Technical Director for all grading matters.

vii. be responsible for all membership services as directed by Board.

Finance Director

10. D. The Finance Director shall:

i. keeping complete financial records and all receipts vouchers, books and all other matters pertaining to revenue and expenditures.

ii. have proven financial management capabilities.

iii. be bonded at the expense of the Association.

iv. have a limit of $500.00 on any financial commitment approval. The Management Committee must ratify transactions above $ 500.00.

v. in conjunction with the Board of Directors, prepare a projected statement of revenues and expenditures for the forthcoming year. These projected financial statements shall endeavour to reflect all major sources of revenues and expenditures, as well as any cash flow requirements that the Association anticipates. The Technical Director shall assist the Finance Director in his/her duties.

vi. prepare and present a complete audited financial statement to be presented at each Annual General Meeting.

Gander West and Labrador Directors

10. E. The Gander West and Labrador Directors shall:

i. undertake such duties as assigned by the President, upon consultation with the President.

ii. appoint any individuals they deem necessary to assist them in the conduct of their duties. Such appointments shall be approved by the Board of Directors and confirmed in writing by the President in instance where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

Adult Fast Pitch Director

10. F. The Adult Fast Pitch Director shall:

i. be responsible for the organization and promotion of fast pitch softball at all adult levels within the jurisdiction of the Association in-so-far as there is no conflict with the objectives of the Association.

ii. appoint those individuals deemed necessary to assist that person in the conduct of the duties of Adult Fast Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

iii. administratively report to the Technical Director from whom general directions may be received.

iv. the Adult Fast Pitch Director shall work in consultation with all Directors to create a positive image for adult fast pitch

Adult Slo-Pitch Director

10. G. The Adult Slo-Pitch Director shall:

i. be responsible for the organization and promotion of slo-pitch softball at all adult levels within the jurisdiction of the Association in-so-far as there is no conflict with the objectives of the Association.

ii. appoint those individuals deemed necessary to assist that person in the conduct of the duties of Adult Slo-Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

iii. administratively report to the Technical Director from whom general directions may be received.

iv. the Adult Slo-Pitch Director shall work in consultation with all Directors to create a positive image for adult slo-pitch.

Minor Fast Pitch Director

10. H. The Minor Fast Pitch Director shall:

i. be responsible for the organization and promotion of minor softball at all levels within the jurisdiction of the Association in-so-far as there is no conflict with the objectives of the Association and specific operating rules.

ii. appoint those individuals deemed necessary to assist that person in the conduct of the duties of Minor Fast Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

iii. administratively report to the Technical Director from whom general directions may be received.

iv. the Minor Fast Pitch Director shall work in consultation with all Directors to create a positive image for minor fast pitch softball.

Minor Slo-Pitch Director

10. I. The Minor Slo-Pitch Director shall:

i. be responsible for the organization and promotion of minor slo-pitch softball at all levels within the jurisdiction of the Association in-so-far as there is no conflict with the objectives of the Association and specific operating rules.

ii. appoint those individuals deemed necessary to assist that person in the conduct of the duties of Minor Slo-Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

iii. administratively report to the Technical Director from whom general directions may be received.

iv. the Minor Slo-Pitch Director shall work in consultation with all Directors to create a positive image for minor slo-pitch softball.

Past President

10. J. The Past President shall:

i. be an ex-official member of the Board of Directors with no voting privileges.

ii. shall act as chairperson of the Nominating Committee.

iii. if called on to do so, assist the President in the carrying out of the Presidential mandate.

Skills Development Director

10. K. The Skill Development Director shall:

i. be appointed in accordance with Article 6, Section B, Sub-Section (xiii) and Article 7.

ii. appoint all instructors in consultation with the Technical Director for Skill Clinics.

iii. be responsible for all levels of National Coaching Certification Program.

iv. appoint all instructors in consultation with the Technical Director for all coaching clinics.

v. develop in consultation with the Technical Director a school program of coaching clinics.

Umpire-in-Chief

10. L. The Umpire-In-Chief shall:

i. be appointed in accordance with Article 6, Section B, Sub Section (ix).

ii. assign all umpires for the various categories of provincial tournaments.

iii. be responsible for the organization, in consultation with the Technical Director of all umpires clinics throughout the province.

iv. evaluate the performance of registered umpires within the jurisdiction of the Association.

v. promote and generate good officiating.

vi. work with local associations to develop their own umpiring program.

Public Relations Director

10. M. The Public Relations Director shall be appointed in accordance with Article 6, Section B, Sub-Section (xi) and Article 7.

The Public Relations Director shall handle all media and public relations needs of Softball Newfoundland and Labrador in consultation with the Technical Director and the President.

Marketing Director

10. N. The Marketing Director shall be appointed in accordance with Article 6, Section B, Sub-Section (xii) and Article 7.

The Marketing Director shall be responsible for working in consultation with the Technical Director and the Board to develop a marketing plan for Softball Newfoundland and Labrador.

ARTICLE 11 COMMITTEES

A. The President shall have the power to appoint the following committees: Management Committee, Nominating Committee, Minor Committee, Advisory Committee, Senior Committee, Constitution Committee, Awards Committee and Caribou Complex Committee.

B. i. The chairpersons of all committees shall be appointed by the president.

ii. A committee may be disbanded or a committee member replaced upon the approval of the majority of the Management Committee.

C. i. The Management Committee shall be appointed in accordance with Article 6, Section C, Sub-Section (I) and shall include only members of the Board of Directors (elected or appointed).

ii. The Management Committee shall be responsible for the daily operation of the Association and will be answerable to the Board of Directors. The Management Committee will meet on a regular basis and any decisions made by this Committee will be binding on all members of Softball Newfoundland and Labrador.

iii. The President shall invite other members of the Board of Directors (elected or appointed) to sit on the Committee for special occasions. Such members shall then have full voting privileges at any meetings they attend.

Nominating Committee

D. i. The President shall appoint a Nominating Committee.

ii. The Nominating Committee shall receive nominations for positions to the

Board of Directors at the Annual General Meeting. In the event that for any reason the Chairperson cannot attend or chair the elections the Technical Director shall substitute and conduct the elections.

iii. The Nominating Committee shall operate in a manner as outlined in the By-Laws of Softball Newfoundland and Labrador.

Constitution Committee

E. i. The President shall appoint a Constitution Committee according to the conditions stated in Article 6, Section C, Sub-Section (vi) and Article 7. This committee shall consist of at least three (3) members.

ii. The Constitution Committee shall meet at least thirty (30) days prior to the Annual General Meeting to consider proposed changes to the Constitution and By-Laws of the Association and to make recommendations to the general membership at the Annual General Meeting.

iii. The Constitution Committee shall accept proposed changes to the constitution and By-Laws of the Association up to forty (40) days prior to the opening date of the Annual General Meeting.

iv. The Constitution Committee shall inform all members of the Association of proposed changes to the Constitution and By-Laws not less than twenty-one (21) days prior to the opening of the Annual General Meeting.

Awards Committee

F. i. The President shall appoint an Awards Committee according to the conditions stated in Article 6, Section C, Sub-Section (ix) and Article 7.

ii. The purpose of this committee is to acknowledge outstanding performances or contributions to the sport of softball over the past year or several years.

iii. The Technical Director shall be a member of the Awards Committee.

iv. In addition to the Chairperson, and Technical Director, the Awards Committee shall consist of two other members from either the Board of Directors or membership at large.

v. The Awards Committee shall operate in a manner as outlined in the By-Laws of Softball Newfoundland and Labrador.

Provincial Tournament Committee

G. i. The President shall appoint a Provincial Tournament Committee according to the conditions stated in Article 7. This Committee shall consist of an Honorary Chairperson, a working chairperson and at least one other member.

ii. The President shall appoint a member of the Board or the Technical Director to oversee the tournament and to represent the interests of Softball Newfoundland and Labrador at each provincial tournament

iii. The host Centre shall appoint all members of the working committee unless otherwise specified in the By-Laws of Softball Newfoundland and Labrador.

iv. The Tournament Director shall be a member of the tournament committee.

v. All Tournament Committees shall operate in a manner as outlined in the

Coaching Certification Committee

H. i. The President in accordance with Article 6, Section C, Sub-Section (x) and Article 7 shall appoint a Coaching Certification Committee.

ii. The coaching certification committee shall consist of the Provincial Coaching Co-ordinator who shall act as chairperson, the Executive Director and one other member who may be a member at large.

iii. This committee shall implement and conduct the Coaching Certification and Skill Awards Program.

ARTICLE 12 VOTING MEMBERSHIP

A. A voting delegate means those members (delegates) chosen by each member league to represent it at the Annual General Meeting and is chosen in accordance with the By-Laws. A "voting delegate" is deemed to include elected members of the Board of Directors.

B. i. Each member team in adult shall be entitled to one voting delegate towards the election of a Board of Directors and all matters pertaining to the Association.

ii. All registered minor associations with a registration membership of 149 persons or less shall be entitled to one (1)-voting delegate at association meetings and election of officers. Minor associations with 150 or more registered members shall be entitled to two (2)-voting delegates of all meetings of the Association.

iii. No individual member shall be entitled to more than one vote in committee session or plenary session.

iv. An individual member shall be entitled to represent different leagues in committees but can only vote in the committee where he/she registers.

v. Each elected member of the Board of Directors shall be accredited as a voting delegate to the Softball Newfoundland and Labrador Annual General Meeting.

vi. Delegates in person must do all voting. No proxies shall be permitted. All voting delegates must register and file proper credentials at the Annual General Meeting in order to be considered a voting delegate.

vii. Each member league may designate an alternate delegate to the annual meeting who must register and file the proper credentials in order to be considered an alternate. An alternate may only vote in the absence of the voting delegate.

C. All decisions and resolutions on matters not affecting the By-Laws are binding on all members of the Association if passed by a simple majority of delegates attending the Annual General Meeting who are present and voting at a lawful meeting.

ARTICLE 13 MEETINGS

A. The Association shall in a manner provided by the By-Laws hold an Annual General Meeting in each calendar year, and such other meetings as are required shall be called by the Board of Directors.

B. The Board of Directors may call an extraordinary general meeting of the Association to be convened not earlier than twenty-one (21) days after the notice calling such a meeting has been given.

C. The President shall in a manner provided by the By-Laws hold an Annual Meeting of the Board of Directors in each calendar year, and such other meetings as are required shall be called by the President.

D. The Annual Meeting of Softball Newfoundland and Labrador shall be held following the Annual Meeting of Softball Canada.

E. The site of the Annual Meeting shall be on a rotating basis with St. John's being the host Centre for two years running and the third year being determined by open bids. All leagues and members shall be assessed dues in accordance with the By-Laws of the Association.

ARTICLE 14 DUES

All leagues and members shall be assessed dues in accordance with the By-Laws of the Association.

ARTICLE 15 TECHNICAL DIRECTOR

A. The Board of Directors may hire a Technical Director.

B. The Technical Director shall be answerable to the President and the Board of Directors.

C. The Technical Director shall perform such duties as are assigned by the President and the Board of Directors and that are within the limits of the job description of the Technical Director.

D. The Technical Director shall administer the business office of Softball Newfoundland and Labrador.

E. The Technical Director shall perform such duties as are outlined in the job description of Technical Director.

F. The Technical Director shall be paid a salary as determined by the Board of Directors.

ARTICLE 16 REGIONAL UMPIRES IN CHIEFS

A. The Board of Directors upon the recommendation of the Umpire-In-Chief shall appoint Regional Umpire-In-Chiefs.

B. The Regional Umpire-In-Chiefs shall recommend to the Umpire-In-Chief the appointment of all umpires for Provincial Tournaments within their respective Regions.

C. The Regional Umpire-In-Chiefs shall assist in the evaluation of the performance of registered umpires within the province.

D. The Regional Umpire-In-Chiefs when called on to do so may assist in the evaluation of registered umpires throughout the province.

ARTICLE 17 THE SEAL

The Association may adopt a Seal to be used for all purposes of the Association. The Seal shall be affixed to any documents requiring affixation of the Seal over the signature of the President and one other of the following: Finance Director, Technical Director, or by any two Directors upon resolution of the Board of Directors. Safe custody and use of the Seal shall be the responsibility of the Technical Director.

ARTICLE 18 AMENDMENT TO THE ARTICLES

A. Delegates to the Annual Meeting may amend these Articles of Association provided:

i. Notice of Motion of the resolution affecting the Article has been sent by the proposer of the resolution to the Technical Director at least forty (40) days prior to the date of the Annual Meeting and the Office shall forward copies of such Notices of Motion to each member within thirty (30) days of the date of the Annual Meeting;

ii three quarters of the voting members present at the lawful meeting approve the same; and

iii a lawful meeting means a quorum.

B. Failure on the part of any person to meet the time factors required in Section (A) Sub-Section (i) above shall not invalidate presentation of the resolution provided three-quarters of the voting members present cast their votes in favour of waiving the requirements of time and Notice has been filed with the Office and received by the members prior to the presentation of the resolution.

C. Notice of Motion, not affecting these Articles but affecting the by-laws for the consideration of the Annual General Meeting shall be in writing and must be received by the Office of the Association not later than forty (40) days prior to the date of the Annual Meeting. Notice of Motion received subsequent to such deadline shall not be considered at the Annual Meeting unless acceptance of such motion is approved by a two-thirds majority vote who are present and voting.

ARTICLE 19 BY-LAWS

The association may make by-laws and regulations not inconsistent with these Articles for the better administration and the pursuance of policy as enunciated from time to time by the Association.

ARTICLE 20 DISCIPLINE

A. The Board of Directors shall have the power to temporarily remove from the Association or the Board of Directors any member who is deemed to have acted in a manner detrimental to the Association.

B. The suspension or expulsion of a member from the Board of Directors may be carried out with the approval of not less than a two thirds (2/3) majority of the voting members of the Board of Directors. In the event that 2/3 of the members of the Board cannot attend a meeting such approval may be granted by telephone provided that it is received and recorded during a Board Meeting at which at least 50% plus one (1) of the membership is in attendance and it is followed up in writing.

C. Prior to any disciplinary action taken against a Board member becoming official that member must be informed in writing giving just cause for such action being taken.

D. Any member of the Board of Directors disciplined by the Board must be given the opportunity to appear in person before the Board to appeal his/her case.

E. Any member of the Board of Directors may appeal an action taken against him/her provided that the appeal is made in writing within 14 days of the date

from which the member is notified of that action.

ARTICLE 21 BORROWING POWERS

A Without limiting the powers of the Management Committee, the Management Committee may, from time to time, in such amounts and on such terms as the Executive Committee deems expedient:

i. borrow money on the credit of the Association.

ii. charge, mortgage, hypothecate, pledge or otherwise create a security interest in all or any currently owned or subsequently acquired real or personal, movable or immovable property of the Association, including book debts, rights, powers, franchises and undertakings to secure any debt obligation or money borrowed or other debt or liability of the Association.

CHAPTER 2

DEVELOPING SOFTBALL BY-LAWS

DEFINITIONS

1:01 In these By-Laws unless the context otherwise requires:

a. "Administrative Region" means those regions and boundaries established by Article 5 of the constitution of Softball Newfoundland and Labrador.

b. 'Appoint," means includes elect and vice versa.

c. "Articles," means the articles of continuance of the corporation as they may be from time to time amended or restated.

d. "Association" means the Association of Softball Newfoundland and Labrador Incorporated.

e. "Board" means the Board of Directors of the Association.

f. "By-Laws" means this by-law and all other by-laws of the Association from time to time in force and effect.

g. "Director" means a member of the Board of Directors.

h. "League means a conference of three (3) or more softball teams that have agreed to associate for competitive purposes and that are duly registered with and recognized by the association.

i. "Meeting of Members" an annual meeting or special meeting of members of this Association.

j. "Member" includes a softball team, league or officials association affiliated as a member.

k. "President" means the President of the Board of Directors elected in accordance with the Articles of this Association.

l. "Province" means the Province of Newfoundland and Labrador.

m. "Rules and Regulations" means those rules and regulations passed by the Board and the general membership and shall include the Associations' general operating rules.

n. "Slo-Pitch" means all slo-pitch softball in the province of Newfoundland and Labrador.

o. "Softball" all levels and leagues of softball both fast pitch and slo-pitch.

p. "Summary Ruling," means a ruling made by the Technical Director of Softball Newfoundland and Labrador in carrying out the daily operation of the Association.

q. "Voting Delegate," means those individuals appointed by the members of the association to attend meetings of members.

1:02: Except as otherwise provided in paragraph 1:01 words and expressions defined in these by-laws are to have the same meanings when used herein, and words importing the singular include the plural and vice versa; words importing gender include masculine and feminine; words importing persons include individuals, bodies, corporate partnerships, trusts and unincorporated organizations.

POLITICAL NEUTRALITY

2:01: The Association shall not engage in political activity nor will it affiliate in any way with any political party or group.

2:02: The Association shall not use, vote or allot any funds for the purpose of supporting any political party or candidate.

2:03: The Association in awarding membership shall not show preference for or discriminate against any individual or group of individuals based on political affiliation, sex, race or religion.

MEMBERSHIP ELIGIBILITY

3:01: Applications for membership shall be made to the Provincial Office of the Association and the Board may in its absolute discretion approve or refuse the application of any team, league, or officials' association for membership in the Association unless all teams in such league are members of the Association.

3:02: The membership of the Association shall be subject to the conditions stated in Article Four (4) of the Articles of Association of Softball Newfoundland and shall consist of :

a. Team members - being amateur softball teams that have agreed to comply with and aided by the By-Laws, the Rules and Regulations of the Association, as amended from time to time, and whose applications for membership have received the approval of the Board.

b. League members - being amateur softball leagues, all the other teams in which are members of the Association and which leagues have agreed to comply with and

abide by the By-Laws, Rules and Regulations of the Association and whose applications for membership have received the approval of the Board.

c. Officials' Association members - being amateur softball officials' associations interested in furthering the aims and objectives of the Association and which have agreed to comply with and abide by the By-Laws, Rules and Regulations of the Association and whose application for membership have received the approval of the Board.

3:03: Members shall be required to submit membership fees and dues which shall be prescribed by the By-laws of the Association.

MEMBERSHIP FEES AND DUES

4:01: Membership fees and dues shall be payable on an annual basis by a specified time and in such amounts as shall from time to time be fixed for an annual period by the voting delegates at the annual meeting. Membership fees and dues for different age groups and categories may vary.

4:02: The fees payable for membership in the Association shall be set at each annual meeting and shall be decided by a simple majority of the voting delegates. The fee structure shall be reviewed at each annual meeting.

4:03: The fiscal year of the Association shall start on January 1st and end on December 31st of the following calendar year.

4:04: The Association's books shall be submitted for an independent audit at the conclusion of each fiscal year. The conclusion of this audit shall be presented to the delegates at each annual meeting.

4:05: The membership fees of Softball Newfoundland and Labrador shall be assessed as follows:

MINOR

71 or less	-	$500.00 per association
72 to 99	-	7.00 per player
100 to 149	-	5.50 per player
150 to 199	-	5.25 per player
200 to 249	-	4.50 per player
250 to 299	-	4.25 per player
300 to 349	-	4.00 per player
350 to 399	-	3.75 per player
400 to 499	-	3.50 per player

Affiliation Fee only	-	$150.00
Insurance coverage only	-	50.00

For a community or team looking to participate in a provincial tournament they are to be assessed an association fee of $200.00 per tournament to a maximum of two tournaments. Over two requests the regular formula is to apply.

NOTE:

a) The maximum association fee is not to exceed $1500.00

b) Each Association is to be involved annually based on the previous year's registration.

ADULT

Fast Pitch - 175.00 per team

Slo-Pitch - 100.00 per team

4:06: Clinic fees for umpires and coaches clinics shall be set on an annual basis. The fees paid to the umpires officiating at Provincial and Eastern Canadian Tournament both adult and minor is $20.00 a game for two umpires.

BORROWING POWER

5:01: Upon resolution passed by the Board the Association may from time to time:

a. borrow money upon the credit of the Association.

b. issue, reissue, sell or pledge bonds, debentures, notes or other evidence of indebtedness or guarantee of the Association whether secure or insecure.

c. Mortgage, pledge or otherwise create an interest in or charge upon all of any property of the association owned or subsequently acquired by way of mortgages, pledges or otherwise to secure payment of any such evidence or indebtedness or guarantee of the Association.

5:02: The personal liability of any member of the Association shall not exceed three dollars ($3.00).

REGISTRATION

6:01: Every player, coach, manager, or team official competing or participating in games provided by the Association shall be a member of a club or team, or league which is a member of the association and shall prior to competing in any

exhibition, league or championship game be duly registered in accordance with the By-Laws of Softball Canada,

6:02: All registered personnel must sign a registration form and must pay all fees and dues assessed by Softball Newfoundland and Labrador in accordance with by-law 4.

6:03: A player shall be permitted to register with one Fast Pitch, one Slo-Pitch and one Co-ed League, exception in case of leagues Fast/Slo and Co-ed that want to take a team or all-star team from their own league and go into another league. This applies to Teams not individual players.

6:04: A player shall be permitted to play in only one Softball Newfoundland and Labrador Provincial Tournament during a given year. The following exceptions to this by-law shall apply:

a. A midget age player may play in a provincial Junior and Senior Tournament and one midget tournament provided that the player is a registered member of that midget team.

6:05: All senior and junior divisions and categories of softball both slo-pitch and fast pitch shall come under the jurisdiction of the senior division of Softball Newfoundland and Labrador. All categories and divisions of softball from midget to mite shall come under the jurisdiction of the minor division of Softball Newfoundland and Labrador member of another team in a non-registered league.

6:06: All officials and officials' associations wishing to officiate at any Softball Newfoundland and Labrador Tournament or officiate at any games, league or

tournament sanctioned by Softball Newfoundland and Labrador must be registered according to the By-Laws of Softball Newfoundland and Labrador and Softball Canada.

6:07: All persons registered as members of Softball Newfoundland and Labrador must pay an insurance fee as assessed by Softball Newfoundland and Labrador.

6:08: a) the registration deadlines in all senior and junior divisions and categories shall be July 1st, and no registration will be accepted after that date.

b) the registration deadline for all minor divisions shall be July 15th, and no registration will be accepted after that date.

TRANSFERS

7:01: Any player denied a release at the team or League Level may appeal that decision to the President of Softball Newfoundland and Labrador who shall have the power to overrule any team or league refusing to release a player duly registered with the Association.

7:02: A player may be granted only one release per season.

7:03: The transfer of a player from one league or team to another may have the affect of changing the category of grading of the league or team from a lower to a higher category for Softball Newfoundland and Labrador Tournaments. This shall be determined by the Softball Newfoundland and Labrador Membership Services Director whose decision shall be final.

DISCIPLINE

8:01: The President may appoint a committee of Board members to investigate disciplinary action against any member of the Association and to make recommendations to the Board of Directors regarding disciplinary matters.

8:02: The Board may reprimand, fire, suspend, remove from office, or expel any member who it rules has committed a breach of the standards conduct for membership.

8:03 The Board shall deliver to the member its findings in writing and must provide, in writing, reasons for its findings.

8:04: Any notice of disciplinary action taken against any member of the Association shall be considered valid if given by registered mail to the last known address of the member.

8:05: Any member subjected to disciplinary action by the Board of Directors shall have:

a) the right to appeal that decision provided that a written notice of appeal is received by the office with 30 days of receiving notice of the decisions.

b) the right to appear in person to present arguments in support of his/her case.

c) seven (7) days notice of the time and place of the appeal hearing.

APPEAL PROCEDURE

9:01 The president shall appoint a committee to hear appeals of disciplinary action against any member (s) under the following conditions:

a) The appeal shall be made to the Technical Director within thirty (30) days of receiving notice of the disciplinary action. A member of the Board of Directors however, must appeal within fourteen (14) days.

b) Persons making appeals shall have the right to appear in person on behalf of themselves, the league or teams that they represent, subject to the conditions stated in by-law 8:05 (a).

c) The appeals committee shall meet to hear the appeal within 30 days of receiving notice of the appeal.

d) The President on behalf of the Board of Directors shall deliver a ruling not more than seven (7) days after the conclusion of the hearing and shall notify all affected parties by registered mail.

SUSPENSIONS

10:01: Players, coaches, managers, clubs, officials or officials' associations may be temporarily or permanently suspended from membership in the Association.

10:02: Notice of suspension must be communicated in writing via registered mail not more than 72 hours after the decision.

10:03: In case of suspension of a team member, the team management shall also be notified.

10:04: A notice of suspension must state just cause for such suspension.

10:05: All suspensions must be made by the President upon the recommendations of the discipline committee which shall be appointed by the President in accordance with Article 12 Section A or the Articles of Association.

10:06: An individual, team, league or officials' association may be suspended for conduct detrimental to the Association or failure to comply with the Constitution, By-Laws or Operating Rules of the Association.

10:07: A suspension may be issued for actions detrimental to the association, which are not included in the By-Laws or Operating Rules of the Association.

10:08: The President of the Association shall hold the power to temporarily suspend a member until such time as consent may be received from the Board of Directors.

10:09: A suspension shall require the consent of a simple majority of the board of Directors.

10:10: A player, manager, coach, teams or league official may be suspended for:

a) striking, threatening, or verbally abusing a game official or opponent on or near the playing field.

b) throwing a softball bat, helmet or ball in a manner to deliberately injure a game official, opposing or team player, or spectator.

c) playing with or against a player or club currently under suspension by the Association.

d) playing an unregistered or ineligible player.

e) defaulting a provincial tournament or playoff game.

f) defaulting or refusing to play or continue a game when ordered to do so.

g) conduct unbecoming or detrimental to the game or the Association.

10:11: An umpire, game official, officials' association may be suspended for:

a) unsportsmanlike conduct.

b) the use of vulgar or offensive language.

c) striking, threatening or otherwise abusing a team member or another official.

d) conduct unbecoming or detrimental to the Association.

MEETINGS

11:01: The President shall call an annual general meeting of all members as provided for in the Articles of Association.

11:02: The Annual Meeting shall be held by the first weekend in May each year and dates will be set by Technical Director.

11:03: The site of the annual meeting shall be on a rotating basis with St. John's being the host centre for two consecutive years; the third year being a centre outside St. John's to be determined by open bids at the annual meeting.

11:04: Special meetings of members may be held at such times and places as may be determined by the President. All business transacted at a special meeting of members or at an annual meeting of members other than:

a. consideration of financial matter.

b. consideration of Auditor's report.

c. the election of directors.

d. the consideration of By-Laws submitted by the delegates or directors.

11:05: The notice of the time and place of each meeting of members shall be given in such manner as may be reasonably directed by the Board not less than thirty (30) days before the date of each annual meeting or twenty-one (21) days before the

date of a special meeting. Notice of a meeting at which special business is transacted shall state:

a. the nature of the business in sufficient detail to permit the members to form a reasonable judgement thereon.

b. the text of any special resolution is to be submitted to the meeting.

11:06: The president shall call an annual meeting of the Board of Directors as provided for in the Articles of Association. The notice of time and place of such meeting shall be given in a manner as shall be reasonable directed by the Board not less than 30 days before the date of such meeting.

11:07: The President may at any time call a special meeting of the Board of Directors upon providing fourteen (14) days notice to the directors and stating cause for such meeting.

11:08: The President shall call a special meeting of the Board of Directors upon the request of a simple majority of the voting membership of the Board provided that:

a. such request is made in writing.

b. matters to be discussed are stated in the request.

11:09: 50% - 1 of the Board of Directors shall constitute a quorum of the Board.

11:10: The presence of fifty (50%) - one (1)-voting delegates at a meeting shall constitute a quorum.

11:11: All voucher travel and accommodation expenses and a per diem rate for meals shall be paid to the Board of Directors by the Association for all meetings that

are called by the President. The per diem rate shall be approved at the annual meeting.

11:12: A registration fee shall be collected from all delegates registering for a Softball Newfoundland and Labrador Annual Meeting. This amount will be used to offset the cost of the annual Awards Banquet.

DELEGATES TO MEETINGS

12:01: a. Each member league or association shall be entitled to appoint one (1) of their members as a voting delegate to attend meetings of members and only the voting delegate as appointed shall attend a meeting of members. A member league or association may appoint an alternate delegate who may attend meetings but is without voting privileges unless designated to do so by the official delegate who then forfeits the right to vote. Member leagues or associations may only appoint a voting delegate from their respective team rosters or executive members, or any person as designated in writing by the secretary of that league.

b. A league with a minimum of twelve (12) teams shall be entitled to send two (2) voting delegates to meetings of members.

c. Minor associations with one hundred and fifty nine (159) registered members or less are entitled to one (1) voting delegate at Softball Newfoundland and Labrador Meetings and Elections of Officers and Associations with one hundred and fifty (150) registered members or more are entitled to two (2) voting delegates at all such meetings.

12:02: In addition to the voting delegates described in paragraph 12:01 the following shall be entitled to be present and exercise in person one vote at any meeting of the members:

a. each member of the Board.

12:03: An individual delegate shall be entitled to represent different leagues, and vote on matters pertaining to these leagues in committee meetings.

12:04 All voting delegates must file credentials with the Registrar in order to vote.

12:05: No member or any other person entitled to vote at a meeting of members shall be entitled to vote by proxy.

12:06 The President shall chair all meetings, or in the absence of the President the Vice-President or any other member of the Board of directors appointed by the President.

12:07: The President shall appoint members of the Board to Chair any or all committee sessions of meetings of members.

12:08 Every question raised at any meeting of the members, shall unless otherwise required by these By-Laws, be determined by the majority of votes cast on the question. In case of equality of votes, either upon a show of hands or upon a ballot, the chairperson of the meeting shall be entitled to a second or casting vote.

12:09: Any question at a meeting of members shall be decided by a show of hands except that:

a. the election of directors shall be made by secret ballot.

b. tournament bids shall be decided by secret ballot.

c. a secret ballot shall be held upon the request of five (5) voting delegates.

ORDER OF BUSINESS AT ANNUAL MEETING

12:10: a. First Plenary Session

1. Roll Call and presentation of credentials
2. Minutes of previous meeting
3. Business arising from minutes
4. Presentation of resolutions
5. Review of constitution and By-Laws
6. Tabling of reports of officers

b. Second Plenary Session

1. Roll Call
2. Business Arising from Reports
3. Correspondence
4. Introduction of Guests

c. First Committee Session

d. Third Plenary Session

1. Election of Officers

e. Second Committee Session

f. Fourth Plenary Session

1. Reports of committees
2. New Business
3. Date of next AGM

4. General Discussion

5. Adjournment

CREDENTIALS OF DELEGATES

12:11: a. For an individual to be permitted to vote on behalf of a given member league or minor association he/she must be:

1. President or Secretary of the member league (or minor association) in question or

2. An approved delegate as witnessed by a signed letter from the applicable member league (or minor association), president or secretary.

b. To be eligible to qualify as an approved delegate (Section A 2) above an individual must either:

1. be another executive member from the member league (or minor association) in question or

2. be a registered player, coach or manager from the member league (or minor association) in question or

3. in special and unusual cases by an individual who does not meet the above criteria but who in the opinion of the Association's Secretary is a bonafide representative of the member league (or minor association) in question.

TOURNAMENTS

13:01: Softball Newfoundland and Labrador shall provide tournaments in all divisions and categories of softball where it is reasonable to do so.

13:02: All provincial tournaments or playoffs will be conducted in accordance with the By-Laws of the Association, the official Softball Canada rule book and the Softball Newfoundland and Labrador Tournament regulations.

13:03: The following rules and regulations shall be in effect for all provincial playoffs:

a. Softball Newfoundland and Labrador President shall be responsible for appointing a Softball Newfoundland and Labrador representative to act as Tournament Director for each tournament.

b. The Tournament Director shall meet with a representative of each team (coach, manager) before the team's first game at which time the Director will check each team's registration list. Any players not on the official registration list shall be ruled ineligible.

c. Each member adult team shall be entitled to one voting delegate towards the election of a Board of Directors and all matters pertaining to the Association.

d. All games shall be regulation seven innings. The seven run rule shall apply to all fast pitch games including playoffs. The ten run rule will apply in slo-pitch including playoffs.

e. In fast pitch divisions no junior or senior team is permitted to host a game with less then 9 registered players and must be able to field nine players in

order to be able to continue a game. In slo-pitch divisions a team must be able to field a minimum of ten (10) players or must also default the game.

f. Teams must be ready to play their games at the official posted time. A team not ready to play at that time will loose by default.

g. Any team in a provincial championship which defaults two (2) games will automatically be dropped from the tournament and may be subject to further penalty by the Association.

h. An official scorekeeper shall be assigned for each game. The scoresheet maintained by the official scorekeeper is to be signed by the umpire in charge, after each game. The official scoresheet is the only one that will be considered by the Tournament Chairman as being a record of that game. All scoresheets are to be turned over to the Tournament Chairperson following the Tournament.

i. Team managers shall provide the official scorekeeper with a game line-up at least five minutes before game time. The line-up must show the full name of the players listed, and must also show full name of possible substitute players.

j. The umpire (s) assigned to the game will check all equipment before each game. Unacceptable equipment shall be placed in charge of the tournament chairman for the duration of the playoff.

k. During play, all teams are to be dressed in regulation team uniform. Team members include managers, and coaches. Only members in uniform will

be allowed on the field, or the player's benches and dugout areas. Softball Newfoundland and Labrador encourage all teams in all classifications to be dressed properly including caps and sanitary socks. Female players are not required to wear ball caps, but those choosing to wear caps must wear ball caps that match their uniform. The minimum acceptable uniform for minor teams is matching tops.

l. Smoking will not be allowed on the field while a game is in progress. The game is considered in progress once team members enter the field to prepare to start their warm-up.

m. A five-minute infield practice will be allowed each team prior to their first game. Away teams are to take their infield practice first and home team second.

n. The managers and coaches will be held responsible for the conduct of the teams and players at all times. Managers, coaches and team captains are to be identified to the umpires prior to each game and will be the only people authorized to discuss the game or decisions with the umpires or officials, once the game is underway. The playoff officials and umpires will have the full support of Softball Newfoundland and Labrador in controlling and discouraging displays of poor sportsmanship or unacceptable conduct. Player or team suspensions will be considered in enforcing proper participation.

o. Alternate types of playoff draws will be available in the event of delays or

cancellations due to rain or other uncontrollable circumstances. Succeeding games may be boosted or rescheduled into other times, or onto other available diamonds. Competing teams must be available to play and are expected to co-operate to the fullest extent in attempting to complete their respective playoffs.

p. One umpire should be named umpire-in-chief for the tournament and that person should hold a pre-tournament meeting with all assigned officials. The umpire-in-chief will be named by the zone umpire-in-chief, the provincial umpire-in-chief, or, if necessary, the tournament chairperson.

q. The umpire-in-chief shall go over any ground rules applicable to the diamonds, which are to be used for a tournament, and shall clarify any rule interpretations as required.

r. In all provincial gold medal games in the adult fast pitch division, three umpires must be used.

13:04: Coaching qualifications for provincial tournaments shall be as follows:

Adult Fast Pitch must be Fully Certified Level II by 2001.

Minor Fast Pitch must be Fully Certified II by 2001.

TOURNAMENT AWARDS

14:01: Softball Newfoundland and Labrador shall be responsible for providing and presenting the following awards at all Softball Newfoundland and Labrador Tournaments:

a. A championship plaque which will be awarded to the winning

team. The team will be given a replica award and the official plaque shall remain the property of and in the care of Softball Newfoundland and Labrador.

b. 18 individual awards to be presented to the members of the championship team.

c. 18 individual awards to be presented to the members of the second place team and 18 individual awards to be presented to members of the third place team in all divisions of minor.

d. An individual award to the person attaining the highest batting average in a provincial playoff or championship. The manner of determining this individual award shall be outlined in the tournament operating rules.

e. An individual award to the person judged to be the most valuable to his/her team during the tournament or playoff. The committee to select the winner shall be appointed by the Tournament Director prior to the start of the Tournament.

f. An individual award presented to the person judged by the selection committee to be the most spirited and sportsminded individual in the tournament playoff.

g. No other awards may be presented without the express written permission of the Association.

HOST RESPONSIBILITIES

15:01: It shall be the responsibility of the Host Centre to provide the following for all Softball Newfoundland and Labrador Tournaments or playoffs:

a. appoint a host committee including a working chairperson.

b. suitable playing fields approved by Softball Newfoundland and Labrador.

c. balls, scorekeepers and statistician.

d. registered umpires from a local umpire's association or be responsible for paying the travel and accommodations of travelling umpires.

e. lists of possible accommodations to travelling teams (hotels, motels, parks, campsites, etc.).

f. grounds keepers and personnel to maintain fields to a suitable playing standard.

g. to provide only sponsors products in canteen or beer garden.

h. to provide a suitably equipped first aid kit at all playing fields.

TOURNAMENT DIRECTOR'S RESPONSIBILITIES

16:01: The Softball Newfoundland and Labrador Tournament Director shall be responsible for the following:

a. Hold a pre-tournament meeting with all coaches/managers of teams participating in the tournament.

b. Ensure that the hosting area is fully prepared including inspection of playing facilities.

c. Checking team registrations to ensure as far as possible that ineligible

players are not used.

d. Ensure that all necessary information and equipment are available.

e. Ensure that sufficient umpires are available and that a protest committee is in place.

f. He/she must reschedule games, if for any reason games have to be delayed, postponed or cancelled.

g. Represent Softball Newfoundland and Labrador at post tournament ceremonies, present awards, etc.

h. Ensure that all media is contacted regarding scores, awards, tournament results etc.

i. To write the Tournament Director's Report at the conclusion of each tournament and to forward it to the Softball Newfoundland and Labrador Office within 48 hours of the conclusion of the tournament.

1 6:02: The Tournament Director at any Softball Newfoundland and Labrador Tournament may at any time demand proof of status and identification from any player registering with a team competing in a Softball Newfoundland and Labrador Tournament.

TOURNAMENT BIDS

1 7:01: Leagues, or teams wishing to host Softball Newfoundland and Labrador Provincial Tournaments must satisfy the following criteria:

a. A league or team bidding on a Softball Newfoundland and Labrador Tournament must be registered member of Softball Newfoundland and

Labrador.

b. Must submit the bid in writing to the Softball Newfoundland and Labrador office or at the annual meeting at a time specified by the Board of Directors.

c. Must have a representative present to present the bid orally at the time of bidding and to answer any questions pertaining to the bid.

17:02: No league or team may be awarded a tournament that was not represented at the previous annual meeting unless no other bids are submitted.

17:03: In order to be awarded a Softball Newfoundland and Labrador Tournament the bidder must provide evidence of:

a. suitable playing facilities.

b. sufficient numbers of interested persons to form an organizing committee.

c. available accommodation.

d. availability of registered umpires and other game officials.

17:04: All bids for tournaments will be done in committee. In the event of a tie at the committee level, the bid will be decided by the delegates at the general session, no bids will be decided by the Board of Directors.

17:05: In order to host a tournament the host centre must ensure that all playing facilities are accessible by medical emergency vehicles. Accessibility being defined as the ability to get the medical emergency vehicle on to the playing surface without obstruction by locks or other barriers.

NATIONAL TOURNAMENTS

18:01: Softball Newfoundland and Labrador shall reserve the right to bid on all and any Softball Canada Tournaments and the right to host any such tournaments.

18:02: It shall be the prerogative of the Softball Newfoundland and Labrador Board of Directors to determine the host location of a National Tournament within the province.

18:03: The Softball Newfoundland and Labrador Board of Directors shall reserve the right to appoint chairpersons and organizing committees for National Tournaments.

18:04: Concessions shall be awarded to interested groups on a bidding basis provided that they can satisfy the criteria as outlined by Softball Newfoundland and Labrador or the organizing committee, for that concession.

18:05: The Board of Directors of Softball Newfoundland and Labrador shall be responsible for determining the category and time of bids on Softball Canada Tournaments.

NATIONAL TRAVEL

18:06: That money allotted to teams travelling to National and Eastern Canadian Championships both adult and minor be discontinued.

EASTERN CANADIAN TOURNAMENTS

19:01: As a member of Softball Canada, Softball Newfoundland and Labrador reserves the right to officially represent Newfoundland and Labrador at all Eastern Canadian Championships.

19:02: It shall be the prerogative of Softball Newfoundland and Labrador to determine the divisions at which Newfoundland and Labrador will be represented in Eastern Canadian Championships.

19:03: Only the winners of the various divisions or categories in which there are Eastern Canadian Championships shall be entitled to represent Softball Newfoundland and Labrador at Eastern Canadian Championships. In the event that a winning team cannot represent Softball Newfoundland and Labrador at such a championship then Softball Newfoundland and Labrador may, (but is not obliged to) ask the second place team to be the official representative of Softball Newfoundland and Labrador.

19:04: Teams winning their divisions who wish to travel to Eastern Canadian Championships must notify Softball Newfoundland and Labrador of their intentions within one (1) week of winning the provincial championship or forfeit the right to participate in which case Softball Newfoundland and Labrador may offer the second place team the opportunity to attend.

19:05: Any team representing Softball Newfoundland and Labrador at Eastern Canadian Championships must submit their registration form with additional pick-ups to

softball Newfoundland and Labrador not later than two (2) weeks after winning the provincial championships.

19:06: The Host Centre for Eastern Canadian Championships shall be determined in accordance with the Softball Newfoundland and Labrador procedure for awarding provincial tournaments as stated in by-law 17 and entitled "Tournament Bids".

ALL-STAR TEAMS

20:01: Softball Newfoundland and Labrador shall have the right to designate provincial all-star teams to represent the province at National Championships when in accordance with the By-Laws of Softball Canada.

20:02: The selection and appointment of managers, coaches, trainers and all other supervisory personnel for provincial all-star teams shall be the sole right and responsibility of the Board of Directors of Softball Newfoundland and Labrador.

20:03: No member of the Board of Directors of Softball Newfoundland and Labrador shall be permitted or entitled to hold a coaching or management position with a provincial all-star team.

20:04: The Softball Newfoundland and Labrador Board of Directors shall have the right to determine the qualifications required and the suitability of any person to hold a coaching or managerial position with a provincial all-star team.

20:05: Softball Newfoundland and Labrador reserve the right to solicit commercial sponsorship of any Softball Newfoundland and Labrador all-star Team and further reserves the right to accept or reject any commercial sponsorship bid.

20:06: Softball Newfoundland and Labrador shall announce at its annual meeting each year its intentions to be represented by either club team or an all-star team at all National Championships the following year.

SKILL DEVELOPMENT CO-ORDINATOR

21:01: The Skill Development Co-ordinator shall receive a clinic fee as determined annually at the members meeting and a per diem expense in accordance with that paid to members of the Board when travelling on association business.

21:02: The President may appoint regional skill development co-ordinators to assist the skill development co-ordinator in fulfilling the duties of the position.

CLINICS

22:01: It shall be the responsibility of Softball Newfoundland and Labrador to provide skill development and umpiring clinics throughout the province. When offering a skill development or umpiring clinic the Association shall be responsible for the following:

a. providing qualified personnel to conduct a clinic.

b. making all travel arrangements for the clinic co-ordinator.

c. providing all manuals, forms and other such documentation as is required for the successful completion of the clinics.

22:02: Any centre requesting a clinic must comply with the following regulations:

a. provide a minimum of seven (7) days notice of request to the Softball Newfoundland and Labrador office.

b. supply a list of names to the Softball Newfoundland and Labrador

Executive Director assuring that there are at least ten (10) persons wishing to avail of any such clinic.

c. pay all such fees and dues as are assessed by the Association for any such clinic.

d. purchase all manuals and other such documentation as is required for the successful completion of the clinic.

e. provide a suitable location and the necessary equipment required in order to conduct the clinic.

MEMBERSHIP SERVICES

23:01: The Membership Services Director shall grading teams in the various divisions of softball in order to regulate the level of competition at all Softball Newfoundland and Labrador sponsored tournaments and championships.

23:02: The Membership Services Director shall examine the registration of teams and leagues in order to determine the strengths of that league or team to determine in which level they shall compete at provincial championships.

23:03: The Membership Services Director shall have the right to grade a league or team to a higher or lower category.

23:04: Teams winning a provincial championship will automatically move to a higher division in the following year. Teams wishing to appeal this ruling may do so stating in writing the cause for such an appeal.

23:06: Any Team (s) finishing last in their division will be automatically dropped to a lower division the following year should a lower division exist. The exception to this ruling shall be the Senior A Men's and Ladies Fast Pitch where a team will not automatically be dropped to a lower division in the following year.

23:07: A team winning the Senior B Men's Fast Pitch shall be allowed to move up to Senior A Men's Fast Pitch in the same year and may be strengthened by adding unlimited pick-ups from teams competing in the Senior B Men's Fast Pitch Tournament.

23:08: All teams hold the right to appeal their grading to the President of Softball Newfoundland and Labrador. All appeals must be made in writing within thirty (30) days of the notice of grading being issued. Once an appeal has been received the decision of the President shall be final.

AWARDS

24:01: Softball Newfoundland and Labrador shall honour certain individual members of the association each year for outstanding contributions to the Association or the game of softball either as a player, organizer or executive. The following awards will be bestowed each year subject to the conditions of paragraph 2 of this By-Law:

a. Senior Player of the Year Adult Male Division

b. Senior Player of the Year Adult Female Division

c. Minor Player of the Year Male Division

d. Minor Player of the Year Female Division

e. Minor Executive of the Year (Male or Female) who shall be the recipient of the Bernard Connolly Trophy for outstanding service to minor softball.

f. Senior Executive of the Year who may be a member of the Softball Newfoundland and Labrador Board of Directors or may be a member of any league, team, association, or committee affiliated with Softball Newfoundland and Labrador.

g. Official of the Year (Awarded by HSRS).

24:02: Nominations for the above mentioned awards must be received by the Technical Director of Softball Newfoundland and Labrador not later than October 15th of each year. In the event that nominations are not received by October 15th for a particular award then the committee has the right to nominate a candidate.

24:03: All nominations for Softball Newfoundland and Labrador awards must be accompanied by written documentation attesting to the suitability of the nominee to receive that award.

24:04: The Softball Newfoundland and Labrador Board of Directors reserves the right not to present a certain award in any given year even though there may be nominations for that award.

24:05: Any individual, executive member, or member of the Board of Directors may nominate an individual for a special award.

HALL OF FAME

25:01: For the purpose of honouring individuals who have contributed significantly to the game of softball over an extended period of time, the Board of Directors of

Softball Newfoundland and Labrador may annually appoint new members to the Softball Newfoundland and Labrador Hall of Fame.

25:02: The Softball Newfoundland and Labrador Hall of Fame shall consist of two categories:

a. the player category where persons may be inducted for outstanding performance as a player over an extended period of time.

b. the builder category which shall include, those who have served the sport as executives, organizers, officials, or media personnel and have made an outstanding contribution to the sport over an extended period of time.

25:03: In order to be inducted into the Hall of Fame a nominee must satisfy the following criteria:

a. male nominees must be forty (40) years of age or over at the time of induction.

b. female nominees must be forty (40) years of age or over at the time of induction.

c. those being inducted in the player category must be retired from competitive fast pitch or slo-pitch softball for at least one (1) year prior to induction.

d. members of the Board of Directors of Softball Newfoundland and Labrador must be retired for a minimum of two (2) years to be elected in the Builder Category.

e. those inducted in other categories must satisfy the criteria of 25:03 (a&b)

but may still be active in the sport at the organizational level.

25:04: A maximum of four (4) persons may be inducted each year except during special anniversary years when a maximum of seven (7) persons may be inducted.

25:05: The Awards Committee shall be appointed by the President of Softball Newfoundland and Labrador in accordance with the conditions stated in Article 11 (F) of the Constitution of Softball Newfoundland and Labrador.

25:06: Nominations for induction into the Softball Newfoundland and Labrador Hall of Fame will only be considered under the following circumstances:

a. a nomination is accompanied by written documentation and is received by the chairperson of the Nominating Committee by October 15th each year.

b. the nominee satisfies all the criteria stated in Section :03 of this By-Law.

c. a nominee has been active in softball in Newfoundland and Labrador as a player or builder for a minimum of five years.

25:07: It shall be the responsibility of the Softball Newfoundland and Labrador Board of Directors to arrange the details of the announcement and presentation of new inductees into the Softball Newfoundland and Labrador Hall of Fame.

HONORARY LIFE MEMBERSHIP

26:01: The Softball Newfoundland and Labrador Board of Directors may award Honorary Life Membership to certain individuals who it deems to have contributed an outstanding service to softball in this province over an extended period.

26:02: Nominations for Honorary Life Membership must be accompanied by written documentation presented at the time nomination. Nominations for Honorary Life Membership must be presented to the Board of Directors of Softball Newfoundland and Labrador prior to October 15th of each year.

26:03: The President of Softball Newfoundland and Labrador shall appoint a committee in accordance with Article 11 (F) of the Constitution of Softball Newfoundland and Labrador whose responsibility it will be to nominate Honorary Life Members.

26:04: Honorary Life Membership entitles an individual to attend all general meetings of Softball Newfoundland and Labrador and admission without charge to any tournament sponsored by Softball Newfoundland and Labrador.

26:05: In order to be inducted as an Honorary Life Member of Softball Newfoundland and Labrador an individual must satisfy the following criteria:

a. not currently be a member of the Softball Newfoundland and Labrador Board of Directors.

b. have reached the age of forty (40).

c. must have been active in softball in this province for a period of at least five years.

d. be retired as a competitive player for at least two years.

e. must have contributed significantly to the development of softball in this province as a player, official, organizer or executive.

AMENDMENTS TO BY-LAWS

27:01: In accordance with Articles 19 and 20 of the Articles of Association the Association may make, repeat or amend the By-Laws and operating rules of this association.

27:02: Notices of Motion affecting these By-Laws and operating rules of the association shall be presented at and voted on at the Annual General Meeting of the association or at a special meeting of the members of the association.

27:03: Notices of Motion affecting the By-Laws and operating rules must be submitted in writing to the Executive Director of Softball Newfoundland and Labrador not later than forty (40) days prior to the date of the Annual Meeting. The Executive Director shall forward such Notices of Motion to the general membership not less than thirty (30) days prior to the date of the annual meeting. Notices of Motion received subsequent to that date shall not be considered at the annual meeting unless acceptance of such a Motion is approved by a two-third majority of the voting membership present at the meeting.

27:04: The By-Laws of the Association may be repealed or amended by a simple majority of 50% + 1 of the voting membership. In the case of ties the President shall cast the deciding ballot.

RATES FOR UMPIRES

28:01: Rate for Minor $12.50

Rate for Adults $17.50

TEAMS TRAVELLING TO NATIONALS

29:01: A deposit of $1000.00 is required from teams travelling to nationals in order to protect Softball Newfoundland and Labrador if a team pulls out.

FIELD RENTALS

30:01: Weekdays $26.00 per hour

Weekend $50.00 per team to a maximum of $600.00

In order to rent the two fields you must have a minimum of 7 teams.

CHAPTER 3

DEVELOPING A MINOR SOFTBALL PROGRAM

Introduction

Welcome to Newfoundland and Labrador's Summer Sport...Softball. Whether it is fast pitch or slo-pitch, competitive or recreational, softball is a game children can play throughout their lives. Children need the opportunity to learn the fundamentals and as coaches and parents, we should do all we can to create positive learning experiences. Softball Newfoundland and Labrador through Softball Canada has a wide range of programs for coaches, umpires, and players to help improve these experiences.

Softball in Newfoundland and Labrador

Since its introduction in (1958) to Newfoundland and Labrador, softball had developed into an equally recreational and competitive sport involving both sexes of all ages and skill levels.

Softball has achieved tremendous growth. People of all ages, walks of life and backgrounds are involved in softball either as players, volunteers, coaches, administrators, and officials.

Softball will continue to grow provided emphasis is on development at the young age. Greater needs in the areas of fast pitching, catching, offense, defense, umpiring and coaching are required if development is to be to the fullest.

With the introduction in 1999 of the strategic plan "Hitting Our Targets Better," Softball Newfoundland and Labrador has developed a long term plan that should lead to improvements locally, provincially, and at national competitions.

What is "Softball Newfoundland and Labrador?"

Softball Newfoundland and Labrador is the provincial sport governing body for the development and regulation of softball in Newfoundland and Labrador. Its broad objectives are to promote, encourage and develop:

(a) mass participation and

(b) provincial excellence in softball

In order to accomplish these objectives Softball Newfoundland and Labrador provides leadership in the implementation of softball programs such as coaching, officiating, skill awards, provincial teams, as well as the standardization of rules and equipment as implemented by Softball Canada.

Softball Newfoundland and Labrador operates under the guidelines of the national Body - Softball Canada. Softball Newfoundland and Labrador is a non-government, non-profit organization with the Provincial office located in St. John's. The Association is formed of men and women who volunteer their time and skills in the interest of softball. Since its inception Softball Newfoundland and Labrador had developed and promoted softball on an "organized" basis. Softball Newfoundland and Labrador is proud of the part it has played in the development of this national sport.

Softball Newfoundland and Labradors Board comprises the following volunteer positions:

President, Past-President, Vice-president, Public Relations Director, Finance Director, Marketing Director, Adult Fastpitch Director, Adult Slo-pitch Director,

Minor Fastpitch Director, Minor Slo-pitch Director, Skill Development Director, Membership Service Director, Umpire-In-Chief and two (2) Directors at Large (West of Gander and Labrador)

Softball Newfoundland and Labrador pays for a full time technical director and part time secretary:

Secretary	Shirley Fitzgerald
Technical Director	Troy Croft

Softball Newfoundland and Labrador is financed through grants from the provincial government, private sector sponsorship and self generating revenue.

Softball Newfoundland and Labrador men and women's provincial teams are continually improving their performances in National Competition. As the popularity of softball continues to grow, Softball Newfoundland and Labrador will be developing and implementing programs to improve the game for players, coaches, officials, parents, and spectators.

Softball Objectives

To encourage as many minor boys and girls in Newfoundland and Labrador to participate in softball for fitness, enjoyment, and competition by supporting, encouraging, promoting and evaluating softball programs.

- To promote interest in softball at the local community level by co-operating with recreation commissions and parks and playground groups.
- To develop improved levels of athletic achievements.
- To identify athletes with the potential to proceed to higher levels of competition.

- To develop a Provincial Elite Athletic Development Program, a process which ensures the best Newfoundland representation at provincial, national and international levels.
- To encourage and promote the development of sportsmanship, team spirit and a sense of fairness and good judgment in competition.

Coaches Codes

- Act with integrity in performing all duties with your players, their parents, and their local softball association.
- Strive to be well prepared so that your coaching duties are carried out with competence.
- Act at all times in the best interest of the development of your players as whole persons.
- Maintain the highest standards of personal conduct by respecting the rights and dignity of your players.
- Accept both the letter and the spirit of the rules of the game.
- Accept and support the role of the umpires in providing judgment to ensure that games are conducted fairly and according to the established rules.
- Treat your fellow coaches with courtesy, good faith, and respect.

Player's Code

- Play for the "fun of it", not just to please your parents or coach.
- Play by the rules.
- Never argue with the officials' decisions. Let your captain or coach ask any necessary questions.

- Control your temper - no "mouthing off", throwing bats or other equipment.
- Work equally hard for yourself and you team - your team's performance will benefit and so will your own.
- Be a good sport. Cheer all good plays, whether your team's or your opponents'.
- Treat all players as you yourself would like to be treated. Don't interfere with, bully or take advantage of any player.
- Remember that the goals of the game are to have fun, improve you skills and feel good. Don't be a show-off or always try to get the most points or penalties.
- Cooperate with your coach, teammates and opponents, for without them you don't have a game.

Parent's Roles and Responsibilities (Williams 1993)

Please remember that when a child enters a sport program, the mother and/or father and/or guardian(s) take on certain obligations. Some parents do not realize this at first and are surprised to find out what is expected of them. Others never realize their responsibilities and miss opportunities to help their children grow through sports. Others may actually do things that interfere with their children's development. Although parents might choose to encourage participation, children should not be pressured, intimidated, or bribed into playing.

Now that your child has decided to play softball, you can enjoy your children's participation more if you acquire an understanding and appreciation of the sport. This includes knowledge of basic rules, skills and strategies.

Coaches can serve as a valuable resource by answering parent's questions and by referring parents to Softball Newfoundland & Labrador for educational materials (See enclosed list). To contribute to the success of a sports program, parents must be willing and able to commit themselves in different ways. Rosen (1967) - a former Major League Baseball player developed some questions that can serve as thought provoking reminders of the scope of parent responsibilities.

1. Can parents give up their child? This requires putting the child in the coach's charge and trusting him/her to guide the child's sport experience. Parents can have input but the coach is the boss. If parents are going to undermine the coach's leadership, it is best for all concerned not to have their child in the program.

2. Can parents admit their shortcomings? Parents must be convinced that the proper response to a mistake or not knowing something is an honest disclosure. Parents should show children that they realistically accept whatever limitations they have. Nobody is perfect.

3. Can parents accept their child's triumphs? In addition to accepting athletic accomplishments, parents are called upon to support their children when they are disappointed and hurt. This may mean watching them lose a contest while others triumph, or not being embarrassed, ashamed, or angry when their 10 year old cries after losing. When an apparent disappointment occurs, parents should be able to help their children see the positive side of the situation.

4. Can parents give their child some time? Some parents are busy, which becomes a problem because they are interested and want to encourage their children. To avoid disappointment and potential conflicts the best advice coaches can give them is to deal honestly with the time-commitment issue and not promise more time than they can actually deliver. Parents should ask their children about their sport experiences and make every effort to watch some of the games.

5. Can parents let their child make his/her own decisions? This is a real challenge for parents. All parents have ambitions for their child, but they must accept the fact that they cannot dominate the child's life.

6. Can parents show their child self-control? Parents are important role models or their children's behavior. It is not surprising that parents who lose control of themselves often have children who are prone to emotional outbursts and poor self-discipline. Coaches can hardly be expected to teach sportsmanship and self-control to children whose parents lack these qualities!

Parents should watch their children compete in sports but their behavior must meet acceptable standards.

Martins and Secfeldt (1979) recommend the following:

1. Parents should remain seated in the spectator area during the contest.
2. Parents should not yell instructions or criticisms to the children.
3. Parents should make no derogatory comments to players, parents of the opposing team, officials, or league administrators.

4. Parents should not interfere with their children's coach. They must be willing to relinquish the responsibility for their child to the coach for the duration of the contest.

Parents have the obligation not only to control their own behavior but also to remind others, if necessary. The rule of thumb for all spectators is that nothing in their actions should interfere with any child's enjoyment of the sport.

PROPOSED PEEWEE - BANTAM - MIDGET

PROVINCIAL MINOR FAST PITCH TOURNAMENT RULES

1. No metal spikes or shoes with detachable cleats allowed in any division of minor ball.
2. Boys and girls in all categories of minor division are required to wear a protective helmet while running the bases. A protective batting helmet is one that is fully enclosed with earflaps, a foam liner and a peak.
3. Catchers or any player must wear the protective helmet and mask with the attached throat protector during warm ups and games. In addition, catchers in all categories of the minor division are required to wear the appropriate glove, chest protector, shin guards and athletic support with cup (for boys). All of this equipment is to fit properly.
4. Conference Rule: In mite, squirt, and pee wee the coach is allowed to visit the mound for a conference two times per inning, the third time she/he must remove the pitcher from pitching position.
5. Lead Off: In the squirt division the base runner will be permitted to steal second

base only. The runner cannot advance on an overthrow. The rationale for this rule is to help develop catchers.

6. Designated Player Rule: in bantam and under categories the designated player rule is not permitted.

7. Third Strike: In mite, squirt, fast pitch, boys and girls the batter is out on third strike regardless if ball is caught by the catcher or not and the ball is dead.

8. Back to Back Games: In all divisions of minor ball a 30 minute break will be given between games if time permits or at the discretion of the Tournament Director.

9. Ineligible Players: All games that the ineligible player/players played in will be forfeited and the player/players in question will be dropped from the tournament. The Tournament Director's report will be filed with Softball Newfoundland and Labrador at which time further action will be taken against player/players and/or team.

10. I.S.F. Tie Breaking Rule will be in effect for all fast-pitch divisions.

11. In Mite Division boys and girls may play on same team.

12. Number of Innings: The maximum number of innings that a fast pitch pitcher is allowed to pitch in mite, squirt, and pee wee is four (male and female) except in a game that extends beyond the regulation number of innings. A fast pitch pitcher will only be permitted from the pitching position a maximum number of 2 times in any one inning.

13. Runs Per Inning: Maximum five (5) run rule per inning in all divisions of minor

softball except in seventh inning.

14. Number of Players in Field: Ten players in field for defense in fast pitch mite, squirt and pee wee male and female.

15. Official Line-Up: All players who are on the official line-up sheets must take a turn at bat in mite, squirt and pee-wee male and female fast pitch.

16. Only ten (10) players bat. Based on 7-inning game a player must play 3 innings in field and have 1 turn at bat.

17. Rotation Rule: Rotation rule in effect for mite, squirt, and pee wee fast pitch (male and female).

18. Intentional Walks: No intentional walks in mite, squirt, pee wee and bantam-fast pitch.

19. Host Centre: Each team in provincial championships must pay an extra $20.00 with their tournament fee of $143.75. This extra $20.00 will cover the cost of two balls and will be turned over to the host Centre by Softball Newfoundland and Labrador.

20. Infield Fly Rule: No infield fly rule in mite, squirt, fast pitch-male and female.

21. Foul Third Strike: In fast pitch foul third strike permitted in all categories. (Male and female).

22. Illegal Pitch: No illegal pitch in mite, squirt fast pitch male and female. Pitcher to be warned and if he or she continues to illegally pitch, umpire should remove pitcher from the game. (Umpire discretion).

23. Individual Awards: In provincial midget boys and girls there will be individual

awards for Top Batter, MVP and Most Sportsminded.

24. Eastern Canadian Championships: The winners of the Eastern Canadian Qualifiers in PeeWee, and Bantam fast pitch male and female are allowed to enter Eastern Canadian Championships with pickups.

25. Tournament Days: All tournaments will be played Friday, Saturday and Sunday except when Monday holiday occurs - Saturday, Sunday and Monday then apply.

26. Softball Newfoundland and Labrador will draw up schedules for provincial tournaments.

27. Softball Newfoundland and Labrador Director or designate at all provincial tournaments will make the final decision.

28. Fast Pitch: Seven run rule will apply after four and one half innings. If the home team is losing in any inning thereafter the entire inning must be completed.

ii A team can be credited with a maximum of +7 or -7 runs per game only.

29. Warm-up: Each team will be allowed a five-minute warm-up prior to its opening game in a tournament.

30. Minimum/Maximum Number of Players: In all provincial tournaments the minimum number of players in mite and squirt is twelve (12) the maximum is fifteen (15). In Peewee bantam and midget the minimum number is ten (10) and the maximum number is seventeen (17). A player must play in at least one game in round robin in order to play in playoffs.

31. Awards: In all Softball Newfoundland and Labrador Provincial Tournaments from Mite to Midget there will be Gold, Silver and Bronze medals awarded. In

the Midget division only there will be individual awards for Top Batter, MVP and Most Sportsminded.

32. To Qualify for the Batting Award: A player must have an average of two point five (2.5) plate appearances for each game his team plays in the round robin. If two batters are tied the batter with the most hits wins the award.

33. Playoff Eligibility: In order for a player to take part in the playoffs, he must have appeared in one game of round robin play.

34. Any protest must be made to the umpire prior to the next pitch. The umpire will stop the game and the protest committee will rule on the protest immediately.

35. A game called by the umpire for any reason shall be continued from the exact point at which it was suspended.

36. Addition of Player/Players Releases: Tournament Chairman at Provincial Tournaments will not add any players to registration forms once the forms have left the office to go to the tournament site. Tournament directors at tournaments will not accept player releases, as they have to be into the Softball Newfoundland and Labrador office seven days prior to that tournament.

37. Tie Breaking Rule: In provincial championship games seven (7) innings will constitute a legal game except if tied after seven innings it must be continued until a winner is declared. If after nine (9) innings of play in the round robin the score is tied, the player preceding the first batter in the batting order of each half of the tenth (10) innings shall take a position offensively at second base. This will be continued for each subsequent inning until a winner is determined. If for any

reason the game is stopped, it shall resume for the exact point it left off.

38. Warm-Up: A catcher in fast pitch must wear a mask and helmet during warm-up pitches before and during games. Also while warming up a new pitcher on the sidelines while the game is in progress.

39. Defaults Two (2) Games: If a team in a provincial tournament defaults two of its scheduled games that team will automatically be dropped from the tournament.

40. Three (3) Way Tie: In the event of a three way tie after plus/minus has been decided the three teams involved will toss a coin. The team with the odd coin after the toss will receive the higher position.

41. Coaches in all provincial championships must have at least Level I Coaching Certification. Coaches ejected from two games in any tournament are to be suspended for remainder of tournament and they will be subject to further action.

42. Liquor: No liquor is to be served during Minor Provincial Tournaments. Responsibility will be on the host committee to abide by this or risk having the tournament canceled.

43. Any coach eighteen (18) years of age and under must wear a helmet (double eared) while coaching the base paths.

PROVINCIAL MINOR SLO-PITCH

TOURNAMENT RULES

1. Players: Minimum of twelve (12) - Maximum of fifteen (15).

All players bat and field. A player must not have played in any other Provincial Tournaments. All players must be of proper age as per Softball Newfoundland and Labrador age divisions.

2. Field and Playing Area: All base paths and pitching distance to be arranged as per Softball Newfoundland and Labrador distances. Ball fields must be safe and properly fitted. 1st base must have orange safety bag.
3. All Minor Softball Tournament games are seven (7) innings per game.
4. All Minor Softball Tournaments must have Softball Newfoundland and Labrador registered umpires, proper dress.
5. All teams should have at least one (1) certified coach (softball) Technical Level I for 1999 and 2000 seasons.
6. Any player or coach found to be illegal will be removed from the tournament and any games played are forfeited.
7. Host Center must have scorekeepers, and keep field maintenance between games.
8. All slo-pitch rules apply accept mite and squirt. Infield fly rule does not apply.
9. In mite and squirt - batter and base runners will run through batters box-catcher stand on home plate. No tag out - run through batter's box. Commitment line 20 feet from home plate. Pee Wee/Bantam - shall have tag out at home plate.
10. Pitcher's helmet - optional.
11. Catchers shin pads - optional.
12. Host Center will have three (3) person committee set up for protest possibilities (Director, Umpire, One other).

13. Tournament Director to have final decision making as per Softball Newfoundland and Labrador rules and regulations.

14. All minor softball sponsors of Softball Newfoundland and Labrador must be supported at all tournaments.

15. Any minor tournament Slo-pitch which is labeled co-ed must have a minimum of five (5) girls and seven (7) boys. Batting order must consist of boy-girl, boy-girl until all female players have batted.

    Fielding ten (10) players must be five (5) girls and five (5) boys in all innings except injury to female playerthen male may be substituted.

16. In co-ed minor slo-pitch if in the batting order a male batter receives four straight balls the next female batter may automatically take first base. (Coaches option-female player may walk or bat).

17. Pitcher Rotation Rule shall apply.

18. Foul language and abusive action will be dealt with ejection from game and/or tournament.

19. All batters and base runners to have proper helmet with chin straps.

20. Safety-Sportsmanship-Fun shall apply to all Softball Newfoundland and Labrador Tournaments. Remember Lets Play Ball.

CHAPTER 4

A Review of the Delivery of Softball in the Bahamas

Introduction

While in the Bahamas, it was my responsibility to identify the issues confronting the Bahamas Softball Federation, to develop a strategic plan and hold softball skill clinics (Appendix K). I held discussions with many of the stakeholders (Appendix G), directors, association members, umpires, players, sponsors and parents involved in softball. From these deliberations, I developed an understanding of the Bahamas Softball Federation strengths, weaknesses, opportunities and the threats to softball on these Islands. I made a concerted effort to quantify the key factors that characterize where softball in the Bahamas is today and identify the requirements needed to improve the delivery of softball.

Throughout the 1980's and early 1990's, the Bahamas Softball Federation received international recognition for it's administrative ability as Neko Grant, Churchill Tener-Knowles and Leon Knowles were each inducted into the International Softball Federation Hall of Fame. Unfortunately on the home front, the delivery of programs and services was deteriorating.

In this report, I have outlined the reasons why it's time for the Bahamas Softball Federation to establish and develop a long-term plan - a strategic plan. I have named the plan "Launching Forward with the Rising Sun". It is my personal belief that in order to advance into the next century all the stakeholders (Appendix G) of softball will collectively need to Launch Forward with the Bahamas Softball Federation and help

reshape softball in the Bahamas. I am concerned that failure to do this could spell the demise of softball, as it was/is known throughout the Islands.

In the Bahamas, the future of softball lies not in reminiscing the past or complaining about the present, but in launching a course to meet the present and future day challenges. It was my goal, that through this collective and collaborative process of developing a strategic plan, there would emerge a strategy and a vision to launch the Bahamas Softball Federation forward with the same confidence as the rising sun projects out over the Bahama Islands.

History of the Bahamas Softball Federation

Even though softball was played as early as the 1940's in the Bahamas, the Bahamas Softball Federation was not founded until 1972. Three Islands (New Providence, Grand Bahama and Eleuthera) were the first Islands to join the Federation. Churchill Tener-Knowles from Grand Bahama, Austin "Kingsnake" Knowles and Dave Micklewhyte from Eleuthera, and Leon "Apache" Knowles and Michael Moss from New Providence were the original founders. Moss was elected the Federations first president. These people ensured the early growth and development of the game to the point where softball became the most widely played sport in the Bahamas (Bahamas Softball Federation 1998).

The Island of Exuma joined the Federation in 1979, Abaco in 1983 and Long Island in 1985. Preliminary meetings have been held on the Island of Andros with the Andros Softball Association and over the next year it is hoped that they with also affiliate.

The Bahamas is affiliated with the International Softball Federation, the Pan American Softball Federation and the Caribbean Softball Association. In the past, Bahamian men's and ladies National Teams have excelled internationally, and at one time (early 1990's) were ranked third in the world. Softball during the past twenty-seven (27) years has enjoyed many successes, more so in regional competition than on the world scene.

Over the past number of years there has been the concern that softball is fastly regressing. Ladies softball no longer exists on the Islands of Abaco, Eleuthera and Long

Island. The National teams are no longer competitive as was demonstrated at the 1999 Pan American Games in Winnipeg, Canada this past August. Softball seems to be at a major crossroads as it heads into the new millennium.

Launching Forward from this review is the hope that the Bahamas will once again demonstrate a growth in the organization and delivery of softball and a return to the glory years in the region.

The Bahamas Softball Federation Membership

The Associations registered with the Bahamas Softball Federation are the Island 's senior men and ladies fast pitch leagues. Only the Island of Grand Bahama has its slo-pitch league affiliated. Slo-pitch and modified pitch is played on the Island of New Providence but they are not affiliated. Softball is also played in most primary and high schools throughout the Islands but it is not affiliated with the Federation.

The Islands Affiliated with Bahamas Softball Federation (Appendix E)

New Providence (Figure 4.1)

At first glance Nassau (147 sq. miles) the capital of New Providence puts forth an aura of history, colonial elegance and charm. But behind the scene ultra - modern communications and industry strive in this 330-year-old city's pulse, mainly in the financial services and tourism. Nassau is equipped with all the conveniences of a busy metropolitan district, and its surrounding resort areas such as Cable Beach to the west and Paradise Island to the north share its efficiency blended with tropical landscape and beaches. Here, one will find well preserved colonial buildings, museums and art

galleries, duty-free shopping, the largest straw market in the Caribbean, thrilling land and sea sports, delightful, international cuisine and unique, colorful cultural activities.

Paradise Island, linked to Nassau by two bridges, is a tiny gem, legendary for its magnificent beaches and world - class golf course. Now, it also boasts a world class water theme park (Getaway 1999).

Softball is one of the main sports played on New Providence. The New Providence Senior men and women's league operates out of the National Stadium in Nassau. Seven (7) men's and six (6) ladies teams make up the Association. New Providence boasts a forty- (40) team slo-pitch and a sixteen- (16) team modified pitch league but these leagues are not interested in affiliating with the Island Association and the Bahamas Softball Federation.

Grand Bahama (Figure 4.2)

Grand Bahama (96x17 miles), the second most popular tourist destination in the Bahamas is home to the largest and most modern container port in the region. It is also home to some fascinating natural areas the Lucayan National Park, the Garden of the Groves, and the Rand Nature Centre. There are miles of wide, sugar white, deserted beaches, dazzling casinos, and a thriving nightlife. Visitors will find fabulous dive opportunities and facilities, a chance to encounter dolphins in a variety of settings, nature trails, which include kayaking. Grand Bahama also boasts several championship golf courses.

When Columbus visited Grand Bahama in 1492, he called it Gran Baja mar - "Great Shallows" for which the name Grand Bahama was derived. However, the name of

the island capital, Freeport is better known and recognized than the name of the island itself (Getaway, 1999).

Softball in Grand Bahama is organized by the Grand Bahama Amateur Softball Association. There are three (3) fast pitch men's, five (5) fast pitch ladies, four (4) men's slo-pitch, two (2) ladies slo-pitch and two (2) co-ed. teams affiliated with the Grand Bahama Amateur Softball Association and the Federation. Grand Bahama is the only Island where slo-pitch is affiliated.

The Family Islands

Eleuthera (Figure 4.3)

Eleuthera (110x1-1/2 miles) mainland is split into a northern and southern district, next to which lie two popular islets, Harbour Island and Spanish Wells. Harbour Island especially is a popular tourist and dive destination. North Eleuthera actually lies at one corner of the Bermuda triangle. The Island is famous for its pineapples, claimed to be the sweetest on the planet, and for its majestic cliffs and massive boulders, thought to have been lifted and deposited as a result of catastrophic tsunamis over 100,000 years ago (Getaway, 1999).

Eleuthera is referred throughout the Bahamas as the "home" of softball (Bahamas Softball Federation 1998). Softball on this Island consists of a five- (5) team men's association. Ladies softball has not been played for the past two- (2) years even though various stakeholders (Appendix G) on the Island, indicated that there is enough interest for a three (3) team league.

Abaco (Figure 4.4)

Abaco (650 sq. miles) is affectionately dubbed as "The sailing capital of the world". Abaco is comprised of Grand Abaco, Little Abaco and many surrounding cays, often uninhabited, spreading out over 120 miles. It is the Bahamas second largest and third most frequently visited island. The five inhabited cays of major importance are Walker's Cay, Green Turtle Cay, Great Guana Cay, Man-O-War Cay, and Elbow Cay. Marsh Harbour, Abaco's "city", offers all modern amenities - even a famous traffic light, the only one in Abaco (Getaway 1999).

Softball in Abaco consists of a three- (3) team senior men's league. Ladies once flourished but has been non-existent for a number of years.

Exuma (Figure 4.5)

Exuma (110 sq. miles) is made up of two main Islands, Great Exuma and Little Exuma, as well as approximately 365 fragmented little cays, situated in the middle of the chain of Bahama Islands. It is home to the Bahamian Iguana and the site of the Exuma National Land and Sea Park, an area extremely popular for yachting and diving (Getaway 1999).

Softball in Exuma consists of three (3) team men's and a three-(3) team ladies senior league. Unfortunately, I was unable to visit Exuma within my time limits but I did get to briefly speak to Erica Williams while she was visiting Nassau.

Long Island (Figure 4.6)

Long Island (80x-3 miles wide) southeast of the Exuma Cays has its northern quarter crossed by the tropic of cancer. Historical church architecture is the focus of sightseeing,

especially the Catholic Parish Church in Clarence Town. Stella Marries is a popular place for sports fishermen and yachtsmen (Getaway 1999).

Softball on Long Island consists of a two- (2) team senior men's league.

Softball in the Bahamas: The Delivery System

Throughout the Bahamas you will find softball being played under a variety of structures:

- Island Associations affiliated with Bahamas Softball Federation
- Island Associations - slo-pitch and modified pitch that are not affiliated with Bahamas Softball Federation
- Schools that are not affiliated with Bahamas Softball Federation.
- Work related games/ Championships e.g. Nassau Government workers slo-pitch not affiliated with the Bahamas Softball Federation.
- Church Leagues that are not affiliated with the Bahamas Softball Federation.
- Ministry Summer sport camps
  - New Providence (Nassau)
  - Grand Bahama (8 Mile Rock)

Softball Demographic Profile

The demographic makeup of those involved in softball affiliated with the Bahamas Softball Federation is accurately tracked. From my discussions with stakeholders (Appendix G) the following represents a close approximation of those involved in the senior leagues.

- Male participants approximately 450.

- Female participants approximately 270.
- Umpires approximately 35.

Bahamian Sport (Softball) Dynasties

Over the years there have been a number of softball dynasties that have dominated the Islands. These teams created a tremendous interest in the game and served as the catalyst for Island rivalry.

- Rock Sound Heroes (male) in Eleuthera (1960's)
- Governor's Harbour (male) Hustlers in Eleuthera (1960's)
- Budweiser Eagles (male) in New Providence (1980's)
- Spotless Cleaners (male) in New Providence (1980's)
- Kalina Insurance (women) in New Providence has never lost a Bahamas National Championship.

Demographic Makeup/Salient Facts and Figures

Information on the demographic makeup of those involved in softball in the Bahamas is not accurately available. From my discussions with stakeholders (Appendix G) the following represents a close approximation of affiliated and non-affiliated.

- Approximately 3000 people play softball on the Islands.
- Bahamas Softball Federation membership includes approximately 700 players, 100 coaches and managers, 40 umpires and 45 administrators throughout the Bahamas.
- The National Bahamian championships are rotated throughout the Bahamas annually with more than 2000 in venue participants and spectators.
- Appeal for television coverage is low but is growing in Nassau, New Providence.

- Appeal for print media is good especially with high school softball.
- The facilities throughout Islands (Grand Bahama -1, Eleuthera - 5, New Providence - 6, Exuma - 1, Abaco -2, Long Island - 2)
- There are approximately three hundred million (300,000,000) involved in softball world wide as it is played in more than 100 countries (International Softball Federation, 1998)

Bahamas Softball Federation Constitution and By-laws, Technical Code and National Team Players Code of Conduct

The Bahamas Softball Federation has an approved Constitution and By-Laws, Technical Code and National Team Players Code of Conduct. These are reviewed at the biannual meeting. As part of this review, I will be recommending changes to reflect the strategic plan.

What is the Bahamas Softball Federation?

The Bahamas Softball Federation is a duly elected non-profit organization:

- That serves as the national sport body for the development and regulation of softball in the Bahamas.
- The Bahamas Softball Federation has no official office. It operates from the office of the President.
- Its broad objectives are to encourage, promote and develop:
  - Mass participation
  - Island, National and International excellence in softball.

- Bahamas Softball Federation provides leadership in the development of softball programs - coaching, fast pitch and officiating, youth, adult and elite as well as the standardization of rules and equipment.
- Affiliated with the Government of Bahamas, the Bahamas Olympic Association, the Bahamas Federation of Amateur Sports, the International Softball Federation, the Confederation of Pan American Softball and the Confederation of Caribbean & Central American Softball
- Bahamas Softball Federation is financed through registration fees ($ 1400.00); contributions from the Ministry of Sport presently limited to ($15,000.00), private sector sponsorship ($2000.00) and self generated revenue from the National Championships.

Local Island Constitutions and By-laws

When I visited each Island, I requested from the Island Association a copy of their Constitution and By-Laws, but I only received Grand Bahama. Several of the Islands don't seem to have one as they just follow the Bahamas Softball Federation. It will be imperative that each Island Association reflect the areas of the strategic plan that pertain to them within their local constitution.

Bahamas Softball Federation External Target Groups

The following groups all need to be encouraged to work with the Island Associations and the Federation for the development and implementation of softball.

- National Sport Ministry
- Island Local Governments

- Registered players:
  - Fast pitch
  - Slo - pitch
  - Modified Pitch
- Umpires
  - Registered
  - Non-registered
- Island Associations Presidents
  - Registered
  - Non-registered
- Educational Institutes
  - Primary Schools
  - High Schools
- Island and National Championship Organizers
- Fans
- Media
- Parents
- National Teams
  - Current Players
  - Retired Players
- Hall of Fame

- Island teams
- Physical Education Teachers

Bahamas Softball Federation Internal Target Groups

`These groups are the people closest to the organization and management of softball.

- Board of Directors
- Island Associations
- Umpires (officials)

The Future Needs for Softball in the Bahamas

- Bahamas Softball Federation needs a paid staff:
  - Executive Director
  - Administrative staff - secretary
- Bahamas Softball Federation Committees
  - Officials
  - Coaching
    - Skill development
    - Technical
    - Fast Pitch Development
    - Slo Pitch Development
- National Team
  - Field Managers
  - Coaches
  - Youth teams / senior teams

- National Championships
- Slo / Modified Pitch
- Finance
- Marketing

Officers of the Bahamas Softball Federation and their Responsibilities for 1999

Immediate Past President:	Michael Moss
President:	Gregory S. Christie, Grand Bahama: Constitution, Liaison with all Bahamas Softball Affiliated bodies, National and International contact, National Championships.
1st Vice-President:	Stephen Coakley, New Providence: Finance, Marketing, Public Relations, Men's National Team and Selection, Liaison for Southern Bahamas: Long Island/Exuma/Cat Island, Bahamas Olympic Association and Expansion.
2nd Vice-President:	Marge Stuart, New Providence: Ladies National team, Liaison for Northern Bahamas: Grand Bahama/Abaco/Bimini.
3rd Vice-President:	Livingston Parks, New Providence: Men's National team, Insurance, Liaison for Central Bahamas: Eleuthera/New Providence/Andros.
4th Vice-President:	Sharon Starr, New Providence: Youth Development.
5th Vice-President:	Addison Cooper, Eleuthera: Men's National Team Selection, All-Star/Satellite Championships.

Secretary General:	Erica Williams, Exeuma: Promotions.
Secretary:	Vacant
Treasurer:	Rudy Evans, Grand Bahama: Finance, Budget
Assistant Treasurer:	Sidney Baylor Fernander: Assistant to the Treasurer.
Directors:	Burkette Dorsette - New Providence
	Steven Burrows - Grand Bahama
	Gregory Stuart - Eleuthera
	Ted Miller - Long Island
	Lester Dean - Exuma
	Nigel Boodle - Abaco

The executive members and the directors are either appointed to chair or serve as an officer in an area of responsibility. For example, Burette Dorsette a Director is the chair for All-Star/Satellite Championships and an officer for Development Clinics. It seemed from my observations that while the President expressed concern that many of the Federation Board of Directors were not fulfilling their area(s) of responsibility, I'm not certain that the Vice-presidents and Directors know exactly what their role is. There are no written job descriptions for the positions and most people on the Board didn't feel that they had the authority to carry forward without the President's involvement.

The Directors have a tremendous responsibility in organizing and managing softball on their respective Island and taking a leadership role on the Federation Board of Directors. It seemed to me that the expectation for the position may not be a reality by it's own nature.

Hopefully, through this review and the strategic plan, the roles and responsibilities for the Federation and the Island Associations will be clarified.

Bahamas Softball Federation Opportunities

There are a variety of opportunities that exist for the Bahamas Softball Federation to enhance its profile.

- Event sponsorship
- Advertising
- Media exposure
- Product awareness
- National Team Athlete appearances
- Sales
- Promotions
- Product sampling
- Communications
- Market research

Bahamas Softball Federation Areas of Emphasis

The Bahamas Softball Federation usually concentrates on the following championships:

- Bahamas National Senior Championships: Each year National Championships are held throughout the Bahamas usually in the month of October. Each Island is permitted to send one male and women's team (Island Champions).
- Bahamas Games: Held every three-(3) years in the Bahamas.

- Confederation of Caribbean, Central America Softball Association Games: The Bahamas participates in these games to try and qualify for the Central America and Caribbean Games (C.A.C.). In order to participate in the Pan American games, the Bahamas must qualify in the top eight (8) at the C.A.C.
- International Softball Federation World Championships: World Championships are held in senior men's and women's every four years. The championships are held throughout the world and sanctioned by the International Softball Federation. The Bahamas usually participates and up until the mid nineties they were extremely competitive. The reality has arisen that for the World Men's in 2000 (South Africa), the Bahamas may not qualify.

Why Softball is a Great Marketing Medium?

There are a number of key reasons why softball could be a great marketing medium in the Bahamas:

- Audience composition that can be made up of all age groups.
- Wide reach from t-ball to old-timers (Masters)
- Exposure - Olympic Sport
- Island citizens have a love of softball.
- Island players demonstrate a raw talent that can easily be molded into a high technical level.
- Largest participation sport in Islands
- Short time for game completion

Number and Types of Island Leagues

The Bahamas Softball Federation comprises senior men, senior women, high school, senior co-ed, modified men and slo-pitch leagues. A breakdown of these leagues is itemized in Table 4-1.

Bahamas Softball Facilities

Softball throughout the Bahamas is played on a wide variety of facilities. A breakdown of these facilities and their status is found in Table 4.2. The major problem with the softball fields in the Bahamas is the lack of local and national government involvement. In Nassau, the national government maintains the facilities, whereas on the other Islands, the leagues assume one hundred (100%) responsibility.

Elements of Bahamas Softball Federations Organization

What is it about the Bahamas Softball Federation that necessitates developing a plan? During the five and a half weeks that I was in the Bahamas, I held a number of discussions with stakeholders (Appendix G) to get an understanding of their feelings about softball in the Bahamas. I compared the information I received to the components of organizational effectiveness as described in Management Organization (Kent 1992).

When you consider the culture of the Bahamas Softball Federation, many Directors expressed concern that "the way tasks are addressed here" doesn't follow any consistent practice. Certain stakeholders (Appendix G) expressed the feeling that the President makes too many decisions himself without obtaining the input from all of the Federation.

There are many stakeholders (Appendix G) out in the Islands who lack confidence

in the Federation's ability to lead softball in the Bahamas. Many of the Island Association leaders want the Federation to address the issues, show strong leadership and work with, not against them to improve the delivery of softball. There is a feeling among stakeholders (Appendix G) that in many aspects the Federation is working in opposition to the Island Associations. There is also the concern that no one in the Bahamas Softball Federation is listening or even cares. This perceived lack of empathy by the Federation, for the struggles of the Island Associations was evident on all the Islands I visited. Likewise, many of the Federation Directors expressed the feeling that the Island Associations are not fulfilling their responsibilities. Passing the blame either way doesn't seem to solve any issue.

The values and vision of the Bahamas Softball Federation don't seem to be clearly articulated to the softball community throughout the Islands. There is a concern among the Federation members that a review of programs and administration has been long overdue.

The Bahamas Softball Federation operates year to year from softball season to softball season. Strategic Planning has been discussed by a number of members in the Federation for the past five (5) to eight (8) years but nothing concrete has materialized. There have been no real discussions and action on several key questions like. What has happened to the National Team Program? Where does the Board want to go with the development of softball? How can a feeder system be developed? How will the Bahamas Softball Federation implement change? What changes are needed? How will it get these changes implemented?

There has been concern for some time that the present softball delivery system and structures need to be changed. Members on the Federation Board of Directors don't feel part of the decision making process, even though they represent the Federation. On the Islands, there seems to be apathy with many of the decisions and the decision-making processes. The line of authority seems to be well established and followed but a consistent decision making process doesn't seem to be practiced. Confrontation, confusion and lack of communication seem to be the most consistent objections.

For as long as these Directors can recall, communication has been a major problem between the Bahamas Softball Federation and the Island Associations. Several of the Federation Directors indicated that there is a major communication problem between the President and many of the other Federation members. Communication lines and patterns seem to have met with limited success. On many occasions the Island Associations blame the Federation but in turn the Federation blames the Island Associations. For a number of years the Bahamas Softball Federation tried to improve communication by way of newsletters and memos but in many cases the information didn't seem to get passed throughout the Island Associations. There was also a problem, of getting information from the Islands for the newsletter.

Decision making, problem solving and conflict resolutions are always areas of contention within softball. Many of the stakeholders (Appendix G) felt that too many of the decisions unfortunately, started rather than resolved conflict. This obviously is a key area of contention for the Federation.

To the best of my knowledge, the Bahamas Softball Federation has never

conducted an evaluation of goals, services and programs. While the issues dealing with these areas are discussed from time to time, no long term planning seems to have taken place.

The Bahamas Softball Federation doesn't conduct regular meetings for its Board members - citing the geography of the Islands and lack of funding as major obstacles. As there is no paid staff to keep the lines of communication open, everything rests on the President. In many cases, the time lines are not adequate to expedite information in a meaningful way.

The Bahamas Softball Federation has a constitution and technical code that governs its operations. At the annual meeting, changes are usually proposed and adopted, but a new revised copy rarely seems to get to the key stakeholders (Appendix G).

In sport, risk management is always an ongoing concern. Measures are consistently taken to limit concerns over liability, but with the deterioration of the softball complexes on all Islands except for New Providence, the risk of serious injury on the field is a serious reality.

There is no paid staff in the Bahamas Softball Federation. Volunteers are the backbone in the delivery of softball; unfortunately, little effort goes into volunteer expectations, training and management. Management seems to be a major concern for the Federation and the Island Associations. Who is responsible is always a concern. There seems to be confusion over the role of the President and the other Federation members in dealing with issues. Too often, it seems that the Bahamas Softball Federation is dealing with issues that should be the responsibility of the Local Island Association.

The finances of the Federation are a constant concern. The treasurer is improving management procedures to ensure fiscal responsibility and sound accounting practices but it's extremely difficult to function effectively with minimum funding.

Now that a full review has being undertaken, it would be an appropriate time to commence the process to work towards improving all aspects of the delivery of softball in the Bahamas.

The Issues Confronting Softball in the Bahamas

During the late 1990's, softball in the Bahamas is facing a variety of key issues that are challenging the sport in ways probably not seen throughout its twenty-seven (27) year history. The most contentious issues are:

- Several of the Island Associations have reached the point, where they have little interest, support and empathy for the Bahamas Softball Federation. They are just going through the motions.
- There is no feeder system (affiliated minor/junior programs) for the development of a competitive Junior/Senior and National Team Program.
- The Island softball volunteer is becoming disillusioned with the game because of the perceived lack of direction from the Bahamas Softball Federation and the Island Association.
- The 1990's have brought a downturn in adult fast pitch primarily due to the aging of the players and the lack of new players being recruited to the senior leagues.
- Ladies softball which once flourishing on all the Islands, now survives on only three (3). It's perceived by many of the ladies that the Island Associations are only

interested in men's softball and as a result are not interested in helping them get organized, find sponsors, etc.

- The Bahamas Softball Federation is seen as existing only for the National Team program.
- The Island Associations are seen as existing only for the senior men's program.
- There is no coaching certification program to improve the level of coaching.
- There is no fast pitch pitching development program.
- Corporate Sponsorship has not been developed.
- What works for Nassau, New Providence and Freeport, Grand Bahama, the two (2) populated urban cities, doesn't necessarily work on the other more rural Islands.
- Many of the problems confronting the Bahamas Softball Federation are structural, and cannot be fixed simply through an infusion of time and money.
- Ego gratification is a big part of any sport. The Bahamas Softball Federation needs to recognize its members more. The Islands feel left out.
- The "champions" within the game - those who have excelled at softball - have the clearest vision as to where and how the Bahamas Softball Federation should proceed, but there has been no one listening. Now these people are walking away from the playing and organization of softball.
- Each one of these issues has been a consistent topic for discussion in my travels throughout the Islands.

Why the Bahamas Softball Federation needs to Plan?

In trying to deal with these issues, it seems that the Federation has talked for a

number of years on developing a plan but the day to day business run by a few volunteers seems to take all the time and energy. The Federation believes that many of these issues could be improved, if the Island Associations took a greater leadership role on their respective Island. As a result, the long term became neglected, and as you travel the Islands the results are quite evident.

The Bahamas Softball Federation needs to demonstrate that it is genuinely committed to developing new strategic initiatives to improve softball in the Bahamas. It seems that now, is the time for the Bahamas Softball Federation to plan in order:

- To set directions for softball and the Bahamas Softball Federation on where softball is going and how it is going to get there.
- To consider and be able to deal with the future and the anticipated changes that could possibly take place.
- To identify areas of opportunity and uncertainty especially as it relates to the marketing of softball.
- To position the Bahamas Softball Federation in light of future probabilities within the national and international scene.
- To help the Bahamas Softball Federation better understand it's organization, and what is required for success as the next century approaches.
- To provide for the management of programs and resources.
- To increase the managerial and public relations skills of the Federation Directors.
- To provide consistency in actions and directions.
- To provide for accountability in all aspects in the delivery of programs.

- To examine alternative courses of action that may be available to improve any aspect of the softball delivery.
- To provide everyone in softball the opportunity to be part of the decision making process as we head into the next century.

In order to plan for these areas, I have developed a strategic plan. This plan has evolved out of the information I was given. I have made no judgments as to the accuracy of the information, but when you hear the same issue, concern, criticism and suggestion over and over as you travel from Island to Island, I have to believe that it's definitely a realistic issue. It will be up to the Bahamas Softball Federation and the Island Associations to put political and personal biases aside and to reach a consensus on how to implement these changes. Trust and consultation have to be the cornerstones in order for this process to work.

Why it's Necessary to Develop this Strategic Plan?

Strategic planing is the continuous process of systematically evaluating the nature of the organization and defining its long-term objectives. In strategic planning quantifiable goals are identified and strategies are developed to reach these objectives and goals. Resources have to be allocated to carry out these strategies (Forbes 1998). It was my role to work with the Bahamas Softball Federation to understand where it currently is, help determine the current priorities; evaluate performance and progress toward certain goals; and determine the cause of certain symptoms or problems. This evaluation has culminated with the development of the strategic plan.

In my travels, I attempted to ask a number of questions to the various stakeholders

(Appendix F). Where is the Bahamas Softball Federation today? Where should it be going? How is it going to get there? What does the future entail? What is the required investment? What seems to be the contentious issue(s)? What seems to be the problem(s)? What are you prepared to do to make it work? The answers to these questions were crucial to the development of the plan. There are a number of steps that I followed in order to develop this strategic plan.

Building Readiness for the Strategic Plan

For the past number of years the Federation Directors have debated the concept of having a review and evaluation of all aspects of the Bahamas Softball Federation's entire operation. In June 1999, the Federation agreed that this year should be the start for this review. In conversation with a number of the resource people (Appendix D) there seems to be a consensus that softball couldn't wait for another season to deal with the issues. When Marguerite Grant, Director of International Programs and Special Events mentioned the offer of my services to the Bahamas for technical and administrative assistance, the President accepted.

All Federation Directors were informed that they would have involvement in the planning process. Many of the resource people (Appendix D) were informed that I would be conducting a review and an evaluation of all aspects of softball. At the same time, I would be available to the Island Associations to conduct softball technical clinics primarily in the area of Fast Pitch Pitching. They were asked to note all issues, concerns and suggestions that they have and be prepared to discuss them with me.

The President requested that I obtain as much information as possible. He wanted

me to seek out and determine the cause of any problem (s), no matter what they were. He wanted the resource people (Appendix D) and the key stakeholders (Appendix G) to offer criticisms and to suggest areas for improvement.

The Federation Directors approved a tentative budget for this planning process and technical clinics (Appendix H). The Federation and Island Associations were to share the costs of my expenses. The International Program Director, Ms. Marguerite Grant of Softball Canada was prepared to assist with these expenses. All parties were committed to spending the necessary funds to have the stakeholders (Appendix G) participate in this review, and at the same time provide technical support.

The Federation Directors were informed that I would be holding meetings throughout the Islands to give ample opportunity for all stakeholders (Appendix G) to have input. The various media were contacted and asked to publicize my time visiting the Islands. The Local Island Association was responsible to arrange the various meetings. Unfortunately, this did not always take place. It was left to myself and Mr. Rudy Evans, Bahamas Softball Federation Treasurer (who accompanied me to three of the Islands) to make arrangements to talk to as many present and former softball administrators, coaches, managers, players and other members of the public that I could.

In building readiness for this plan, the President has suggested that I be given the opportunity to present my findings to the Bahamas Softball Federation Board of Directors prior to the annual general meeting. The President feels that in order for this to work it's imperative that the Directors have a thorough understanding and be committed to making improvements. As the Island Associations will be responsible to work in partnership with

the Federation, it will be imperative that they have a full understanding of the various roles.

Situational Analysis - Where is the Bahamas Softball Federation today?

Before arriving in the Bahamas, I had no idea of the current status of their softball. I was beginning a process in which I had no preconceived thoughts and notions. Throughout my visit, I gathered and analyzed as much information that I could on the current state of the Bahamas Softball Federation and its environment. This part of the process provided the opportunity for many of the stakeholders (Appendix G) to participate.

Using the SWOT (strengths, weaknesses, opportunities and threats) - a strategic planning tool method for reviewing existing goals and objectives (Fuoss and Troppmann 1977), I analyzed the internal strengths and weaknesses of the Bahamas Softball Federation. The SWOT also provided the opportunity to determine the external opportunities that can be acted upon and the external threats, which are things that have to be watched. From the SWOT process, plans can be made to build on/improve the strengths, detect and fix the weaknesses, seize those opportunities and be aware of potential treats (Cholette 1990). The areas that I analyzed using the SWOT were:

- The Bahamas Softball Federation Board of Directors.
- The Local Island Association Board of Directors.
- Island Association membership.
- The Ministry and the Bahamas Softball Federation
- Available Resources.

- Facilities.
- Umpiring program.
- Coaching Program.
- Fast Pitch Development
- National Championship Programs
- Primary and High Softball (all areas)
- Fast pitch, slo- pitch and modified pitch softball.
- Current Marketing Programs and opportunities.
- Marketing the Bahamas Softball Federation.
- Communication.
- Financial Management (all of the areas that involve revenue and expenditures)
- Bidding for international events.

In completing the SWOT Analysis, I provided the stakeholders (Appendix G) adequate time to evaluate the internal and external environment factors pertaining to each area that was defined. To evaluate the internal environment factors, the resource people (Appendix D) and key stakeholders (Appendix G) were asked to identify the strengths and weaknesses. They were also asked to identify opportunities and threats.

The stakeholders (Appendix G) were also asked to list the major issues they felt were important to this review and evaluation. It was made quite clear to the stakeholders (Appendix G), that any information they provided would be confidential. Many of the respondents felt so strong with their concerns that I was instructed to use their name. In many cases, I was told to make sure their name was used. As I didn't see the need to bring

personalities into the review, I chose to leave all information sources as confidential.

The Data Collection Instruments

Throughout the course of the review, I used a variety of data collection instruments. Taped interviews, small and large group discussions and focus groups, were the instruments most often used. I held meetings with the Federation and Island Association executive members, volunteers, coaches and managers, parents of high school players, high school players, sponsors, sports media, umpires and past presidents. A number of predetermined questions were asked but throughout the various discussions many other questions were asked (Appendix F). I listened and taped many of the comments, criticisms and suggestions. In depth personal interviews were held with a number of key stakeholders (Appendix G).

Analyzing the Results

Throughout the Islands, it was quite interesting to hear so many similar comments, criticisms and suggestions. This led me to believe that these stakeholders (Appendix G) had a first hand knowledge of what they were talking about and they were so concerned that they couldn't wait to share this information with me.

The data from my meetings and interviews were organized along what seemed to me to be common trends and patterns. These centered on:

- Communication
- Coaching Development
- Umpiring
- Fast pitch Development

- Bahamas Softball Federation
- School softball
- National Team Program
- Finances
- Facilities
- Island Associations

Strategic Framework -

Where does the Bahamas Softball Federation really want to go?

In looking at the most logical assumptions concerning the future, I tried to ascertain where this organization really wanted to go. The vision, values, mission statement, areas of emphasis and the goals of the Bahamas Softball Federation formed this framework. I compared this picture with the results of the situational analysis (where the Bahamas Softball Federation is now) to identify the major gaps or areas where planning is needed to move the Bahamas Softball Federation from its current state to the preferred future.

Once the major gaps or areas were identified, I translated them into Areas of Emphasis, which I have named Launch Priorities. I determined the objectives, strategies, tasks, the anticipated results and connected the comments I heard from stakeholders (Appendix G) for each Launch Priority. These Launch Priorities form the planning units for the Strategic Plan.

Operational Plan - How Will the Bahamas Softball Federation Get There?

This part of the plan will turn the strategic framework into an action plan. How to

achieve the objectives is the fundamental key to strategic management. Strategy development must result in focused, pro-active directions and contain a realistic chance of success. This must be based upon a through understanding of the softball market, and the factors effecting the external environment such as (parents, coaches, media, fans, facilities, island and national teams).

In developing the action plans I attempted to work from a realistic position. The action plan includes the area of emphasis; the stated goal and what is going to take place (activity). It will describe how the activity will get done (task). The Bahamas Softball Federation will have to decide who is going to be responsible to do it and when it should be completed (timeline). The plan will also identify the resources that will be required. I have broken down the various activities into manageable tasks that can be accomplished by one or a number of the stakeholders (Appendix G). Hopefully, its contents will have made this whole exercise a beneficial one.

Implementation and Evaluation - When does the Bahamas Softball Federation want to Arrive?

In order to implement the plan, the Bahamas Softball Federation Directors must take the plan, decide which areas to begin implementation and assign the various activities and tasks. Many of these strategic initiatives will take at least 2-3 years or more to be fully implemented.

I am suggesting that these initiatives and tasks be assigned to the various stakeholders (Appendix G) rather than just to the Federation Directors. The Directors will need to keep regular communication with those assigned the activities and tasks. This

will ascertain how procedures are going, whether the right priorities have been attempted and whether there are other processes that need to be completed. The Bahamas Softball Federation needs to establish a monitoring process that reviews and updates the plan regularly. This continuous evaluation will measure the progress and identify any additions or deletions needed.

The Bahamas Softball Federation will need to work with Softball Canada and the International Softball Federation Development Committee for assistance in most Launch Priorities. To act alone in this process will create a high risk of failure.

Developing this plan could not take place without addressing a number of problems that are likely to arise. Taking a proactive approach to potential problems will enhance the level of success (1990).

Planning Problems

I have discussed with the Federation Directors the following problems that have the potential to interfere with the planning process.

- The planning has to take place in an organized systematic way.
- All of the Island stakeholders (Appendix G) should be given the opportunity to be involved in the process.
- The Federation can't get caught up into the specifics of what is being indicated by the stakeholders (Appendix G).
- The Federation must leave personalities out of the process not persons.
- The Federation must prioritize the areas of emphasis.
- All goals need to have a measurable means.

- The Federation must make certain all strategies are linked to a stated goal.

SWOT Analysis

Using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis - I recorded on tape and in print everything that was told to me by the stakeholders (Appendix G). Using this information, I identified the internal and external environment factors that the Bahamas Softball Federation was operating within. As was indicated earlier in this report, I have made no judgments as to the accuracy of the information. I grouped the information either as a strength, weakness, opportunity or threat. No Island stood apart from the rest when it came to the issues. It will be up to the Bahamas Softball Federation and the Island Associations to put any political and personal biases aside as they read this information. Trust and consultation have to be the cornerstones in order for this process to work.

SWOT - Strengths

- Throughout the Islands, there are a number of individuals interested in being trained for the pitching development person on their respective Island.
- Throughout the Islands, there are a number of individuals interested in being trained for the coaching coordinator on their respective Island.
- Throughout the Islands, there are a number of Physical Education teachers interested in organizing and coaching softball.
- Each year the umpire program upgrades the officials.
- Umpires provide opportunities for the respective Associations to go over rule changes and interpretations.

- The umpire program on the Island of Grand Bahama seems to be quite satisfactory.
- There is funding to assist National Teams.
- Low cost registration fees - $150.00 per association / $25.00 per team.
- All Islands arrange their own insurance through a provider that the Bahamas Softball Federation recommends.
- The Bahamas Sport Ministry has named softball as one of ten core sports.
- The Bahamas Sport Ministry has provided office space in the National Softball Stadium in Nassau, New Providence for the Bahamas Softball Federation.
- According to members of Federation, softball is the largest participated sport among the ten core sports.
- The Government Ministry is very much interested in developing sport programs for youth.
- Many Federation members work hard and demonstrate a commitment to improving the delivery of softball.
- The treasurer has many years of experience in finance management.
- On the Island of Grand Bahama, slo -pitch is affiliated with the Grand Bahama Softball Association and Bahamas Softball Association.
- Bahamas Softball Federation holds a National Round Robin Championship on one (1) Island, which leads to a National Series on the next weekend on another Island.
- Bahamas Softball Federation decided on a "no player movement" clause. Where Island Associations are following this rule; younger players are not being pushed out of the game.

- Bahamas Olympic Committee has started to put an amount of money into softball.
- High School Softball gets good press coverage.
- There are people already in place with the capability to organize a National High School Championship.
- Softball is presently in Physical Education Curriculum.
- On most Islands the school system has programs in place for softball from primary to high school.
- There is good competitive High School softball.
- Umpires on Grand Bahama help out with the High School games. This same practice happens on other Islands if the umpires are asked.
- Bahamas Softball players at the National level are recognized for their strong defensive skills.
- Nassau on the Island of New Providence has an excellent softball stadium, which is maintained by the Ministry.
- Freeport on the Island of Grand Bahama is developing a four-diamond complex.
- There are reasonable softball facilities on the other Islands.
- The individual senior softball teams throughout the Islands don't seem to have any difficulty in attracting corporate sponsors.
- Television coverage of softball is usually good in New Providence and Grand Bahama.
- There is a good core of softball volunteers on the Islands.

- Some of the Island Associations are very helpful in paying bills for Bahamas Softball Federation.
- The Bahamas Olympic Association has finally recognized the Bahamas Softball Federation.
- There are ideal weather conditions for softball.
- Throughout the Islands there is a love of softball.
- Throughout the Islands there is a lot of pride in playing softball.
- The Umpire and Chief doesn't have to umpire and usually has time to evaluate and grade the umpires.
- Softball is an excellent event to attract tourism dollars.
- There is a strong will throughout the Islands to work towards getting softball back on track.

SWOT - Weaknesses

- There is no coaching technical program (certified or non-certified) provided by the Bahamas Softball Federation.
- There is no coaching theory program offered by Ministry or Federation.
- There is an inability to teach the finer points of game - slap bunting / sliding / moving runners / pitching development, catching, regular bunting, etc.
- There is no training for coaches on how to scout opposing teams.
- The coaching staff of National Teams is usually appointed too late prior to major championships to be truly effective.

- Throughout the Islands, players have a lack of confidence in the appointed coaches and also the Federation in general.
- The Federation agreed about eight years ago to begin coaching clinics but no action has taken place.
- Present day selection process for National coaches does not work. It is perceived that the President holds too much power in the selection process.
- The perception exits that coaches don't want a coaching development association.
- Coaches have no way of upgrading their skills.
- Throughout the Islands there is no set fee structure for officials. Each Island Association pays what it can afford.
- Many umpires need sessions in diplomacy. Most officials know the rules but can't explain their positions in a diplomatic way. There are too many unnecessary confrontations between umpires and teams.
- Officials are not attracting new people.
- Due to the small number of teams and games, officials don't do enough games to be "sharp".
- There is a perception that the Umpire in Chief doesn't always want to share all umpire information throughout the Islands.
- Residency rule - The No Player Movement Policy is hurting enthusiasm throughout some Islands.
- New Providence and Grand Bahama are disregarding the residency rule and it's affecting play on Eleuthera.

- The Secretary - General is located on the Island of Exuma. To have this individual fulfill the responsibilities of the position can be expensive.
- A number of years ago Softball Canada provided the Bahamas Softball Federation with a large quantity of coaching and pitching manuals. Some seem to have been given out but no plan for implementation was adopted. As a result, it seems that many of the manuals were not distributed.
- There is no data base or record of data on player's etc. over the year(s) that is readily accessible.
- Bahamas Softball Federation constitution controls the delivery of softball in local associations. Local associations do not seem to have any autonomy.
- The Bahamas Softball Federation constitution gives Past presidents a vote.
- There is no maximum number of terms that a president / immediate past president can serve.
- The Bahamas Softball Federation never acknowledges and recognizes the commitment its volunteers make.
- The roles and responsibilities for vice - presidents and directors is not adequately defined in the constitution / technical code. Everything is left for the President to designate.
- Decisions are reactive instead of proactive.
- Organized planning doesn't seem to take place.
- Island Associations are not presented with the Bahamas Softball Federations yearly budget information.

- There is a lack of information pertaining to the International Softball Federation being passed on to the Island Associations (especially Championship dates).
- Decisions at Federation level seem to be made hastily and without all of the information.
- The Bahamas Softball Federation does not have good respect and support with Island Sponsors.
- When a sponsor is obtained, the Federation leaves it up to sponsor to do its own public relations rather than taking a proactive role and making certain the sponsor is looked after and promoted, etc.
- The Bahamas Softball Federation gives a letter of support to non-affiliated slo / modified pitch teams traveling outside Bahamas to participate in Championships.
- Softball is not mentioned in Bahamas tourism literature such as, What-to-do" Nassau, Cable Beach, and Paradise Island". The same applies to, What to do "Grand Bahama." Several other sports are highlighted.
- Softball and the Bahamas Softball Federation are not mentioned in the sports for Bahamas web site.
- A lot of athletes are choosing basketball and baseball because of the opportunities to gain scholarships and employment in the United States.
- Even though equipment / uniforms is provided by the Bahamas Softball Federation for National Team Players, each player is usually taxed an amount depending on where they are traveling.

- The Bahamas Softball Federation has to cover the cost of bringing National players from the various Islands to Nassau. Island Associations are not receptive to helping out with the expenses.
- It seems that the President of the Bahamas Softball Federation is owed personally a significant amount of money in out of pocket expenses. The Federation doesn't seem to have the money to pay this individual.
- The Bahamas Softball Federation taxes each association a certain amount for National Championships. On at least three recent occasions, the Federation had to arrange an overdraft to cover the expenses.
- The Bahamas Softball Federation used to give out plaques for appreciation but the process hasn't taken place since 1991.
- The Bahamas Softball Federation President doesn't delegate enough tasks. When tasks that are delegated are not attended to, the President tries to complete the task himself.
- Many of the Directors / Vice-presidents are not committed to helping the Bahamas Softball Federation at National Championships even though they are the Federation.
- There is a constant bickering towards the Bahamas Softball Federation from many of the Island Stakeholders (Appendix G).
- There are numerous people playing softball but only senior ladies / men are registered with Federation - except for the slo-pitch division on Grand Bahama.
- The Bahamas Softball Federation is not organized and delivered in a sound business manner.

- Other Islands see the Bahamas Softball Federation President pulling for his Home Island - Grand Bahama.
- The Vice-President and Directors don't know their specific responsibilities.
- Other members of Bahamas Softball Federation don't know the responsibilities being carried out by the other Vice-Presidents and Directors.
- The accountability between the Bahamas Softball Federation and Island Associations.
- It seems that the Bahamas Softball Federation does not always promote the true status of its finances to Island Associations. On at least one occasion, the Federation Vice-President / President had to put their houses up as collateral to bail out National Championships.
- The President has to pay out of his own pocket to attend the International Softball Federation congress meetings.
- Can't hold Bahamas Softball Federation National championships on all Islands due to lack of accommodations and fields.
- The Eleuthera Softball Association is supporting the residency player rule, but at least eight Eleuthera and one Freeport players are playing for the Outlaws team in the Nassau Senior Men's Fast Pitch League which is contrary to the residency rule.
- The Directors for the Federation are the Local Island Association Presidents. This process seems to be detrimental to the game. It's impossible to wear two (2) hats at the same time and to serve two (2) masters.
- The Vice-President of the Bahamas Softball Federation in Eleuthera and a Vice-President in New Providence were selected to be responsible for National Team

Program. The Vice-President in Eleuthera was to act as chair. In the final analysis this person had absolutely no input.

- The perception that President of Bahamas Softball Federation is running a dictatorship to the extent that the Vice -President and Directors have no say / input in the carrying out of decisions.
- President of Bahamas Softball Federation is seen as too confrontational.
- There is no tax break for corporate sponsors to get involved, as there are no taxes paid in the Bahamas.
- Throughout the Islands there is a feeling that it is no good to bring a concern/suggestion to the President of Bahamas Softball Federation.
- Nature of Bahamian people is a lay back approach.
- The Federation is not seen as promoting a "love of softball" throughout Bahamas.
- The Bahamas Softball Federation President takes too much time to get tasks accomplished.
- The Bahamas Softball Federation hasn't participated in World Youth since 1989 in Prince Edward Island (Canada) at the International Softball Federation Junior Men's Championships
- Usually what the Federation says it is going to do, does not necessarily get done.
- Registration player forms do not include residency section to monitor residency rule.
- Throughout the Islands you hear this comment: "Worst shape softball has ever been in".

- One Vice-President of the Bahamas Softball Federation has not had any communication from President since the winter (1999).
- In 1989 the President was told of the need to get a feeder system developed but as of this year (1999) nothing has happened.
- There was an agreement a few years ago on how to obtain funds for a full time administration but it wasn't acted upon. Many stakeholders (Appendix G) ask how come?
- The President keeps everything close to his chest (too secretive). Doesn't share enough information with Directors and Vice-Presidents.
- Very few senior players get involved with game at the school level.
- In some cases, the High School System doesn't recognize the officials association because these individuals do not have proper educational training in education - Physical Education.
- High School players give up the game when they can't compete at senior level.
- There is no organized male softball at the High School level in Grand Bahama.
- On the Island of Eleuthera, the distance students' travel to school prevents an after school High School League.
- There is a lack of discipline with some Bahamas players on National Teams.
- Some High Schools throughout the Islands have dropped male softball for baseball.
- Many of the National Team Players are not in the shape required to play a number of games per day.

- In International play the Bahamas is usually competitive until the middle of the game. Players seem to lose focus, after this point.
- The best softball pitchers are putting very little back into the game.
- The average player age on the National Team seems to be high compared to other countries. Very few young players are making the transition to senior softball.
- The National Team doesn't usually do a good job of scouting opposing teams and maintaining records on players.
- Due to lack of funding - can't bring National Team together for any length of time.
- Many of the National Team Players are aging and seem to be more interested in social play rather than competitive play.
- National Team players who have letters of concern in their file should not be permitted as part of the National Teams.
- Players are not picked for National Championship based on their ability level.
- How the National team is selected is not promoted throughout Islands.
- Eleuthera - has won the National Championship for the past number of years but only a minimum number of players make National Men's Team.
- The National Team was scheduled to play in Eleuthera the weekend prior to leaving for Pan American Games. All expenses were to be paid but the team didn't show. Why not was the question throughout Eleuthera?
- The Manager of Men's National Team for the Pan American Games is not respected as a manager by players. He is seen as a player and not a Manager.

- The National Team is selected too late prior to leaving for International competition resulting in a minimum amount of time to work together.
- In 1999, the Bahamas had the poorest showing ever in Pan American Games.
- There is no Ministry funding for administrative or technical support.
- There is no paid staff in any aspect of softball in the Bahamas Softball Federation.
- There are no youth programs.
- There is an inability to get a serious junior program going.
- The same senior teams are winning most games. Junior players don't seem interested unless they can play on what is perceived to be winning team. They are not willing to ride the bench and wait for their opportunity.
- There is a need to be confident that the skills are being developed at a younger age instead of starting at a late age.
- Some stakeholders (Appendix G) feel that the Federation doesn't have a good rapport with Ministry.
- The number of games in senior league play - twenty (20) Grand Bahama - fourteen (14) in New Providence is too low.
- The good pitchers don't want to pitch against National Teams for practice, as they have to play against them in league.
- The Ladies program is struggling in Grand Bahama, New Providence, Long Island, and Exuma.
- There has been no Ladies softball in Eleuthera and Abaco for the past two years.

- Senior teams don't complete what is considered as a proper warm up - it is not considered a priority.
- In the local leagues, many players feel it does not mean anything how they perform because there is no chance to get on National Team. This attitude is causing many players to quit playing.
- Senior Teams during the past few years don't want anything to do with youth. They want to win - see youth as a weakness.
- Same senior teams winning most games.
- Players have a lot of cynicism. If you can't make the National Team, it is just as well not to show up for league games. In Eleuthera, a team dropped out of the league after the National Team was elected.
- Older ball players are demonstrating weaker skills.
- All the Islands except for New Providence are fully responsible for their softball facility. The Ministry takes care of the National Stadium in New Providence.
- There is no subsidy for lighting on the other Islands.
- On Grand Bahama, the Association is not permitted to use present facility after October 1999. The new complex will take one half to three quarter million dollars - local association has to raise / find financing for it.
- Each Island constitution doesn't address player movement.
- There are no batting tees on most Islands.
- There are no pitching machines.
- There are a minimum number of softballs available.

- There are no extra home plates and pitching plates.
- Pitching toe pieces are not available.
- The Local Island Associations have different levels of expenses for hosting. For example: Nassau - has no field expense, whereas on Grand Bahama - all expenses have to be covered by the Association.
- Certain Presidents of Island Associations have tried to undermine the Bahamas Softball Federation even though they are actually members of the Federation.
- The perception throughout Eleuthera, Grand Bahama and New Providence is that something is wrong with softball "It is gone/going down hill".
- The Island Host association doesn't necessarily help the Bahamas Softball Federation in hosting National Championships and the National series.
- The Local association in Eleuthera is aware that there has been no ladies softball for past two years but they have not tried to get it back, even though there are enough players for at least three teams.
- The Island associations are not necessarily promoting the issues.
- Many National Team players don't seem to have pride in being on the National Team.
- Most Local associations don't have enough meetings for their association to properly discuss the issues.
- There are no all -star Island to Island Championships any more - the interest level is gone.

- There was a softball summer camp in the village of Eight Mile Rock - Grand Bahama while I was in Grand Bahama. I was not asked to be involved, as the Island Association was not aware of the camp.
- Time is not a concern in the Bahamas. Seven o'clock game might start by eight o'clock.
- There have been negative comments made on radio by Ministry relevant to the World Athlete status of softball players. Example: Richard Johnson is not a World-Class athlete. This affects the status of softball.
- Local Island associations are not doing enough to develop umpires and organize their own umpires association.
- It's impossible to do training with umpires during the softball season because they are always umpiring.
- It's difficult to have top rated umpires when the level of play is not at high level.

SWOT - Opportunities

- Ministry of sport has approved space for Bahamas Softball Federation at the Nassau Sport National Stadium on the Island of New Providence.
- To bring in coaches, to train Island and National Team coaches and managers.
- To implement a certified coaching program at High School level and Island level.
- To avail of good coaching with an open mind process.
- To make certification a criteria for selection as a National Team coach/manager.
- To involve slo-pitch and modified pitch within the Federation.

- To assist slo-pitch champions to go to Championships in Florida and other areas of the United States.
- To engage corporate sponsorships.
- To organize a Minor Softball Program.
- To utilize program materials developed in other countries especially Canada and the United States.
- To develop a pool of pitchers through a structured fast pitch development program.
- To compete at International Softball Federation World Junior and Senior Male / Female Levels.
- To develop on enthusiasm in High School Softball and take it to Senior Leagues.
- To create a computerized data base for the registering and tracking of all softball data.
- To allow the Islands to function independently except for National Competition.
- To develop a web site with e-mail to improve the day to day communication.
- To get public relations on softball in the tourism "What To Do" magazines on the Islands.
- To develop a Bahamas Challenge Cup.
- To set up a scholarship fund for Bahamas (or each Island affiliate).
- To continue to open the dialogue with the Ministry.
- To assist the Ministry in implementing coaching theory based courses.
- To generate tourism dollars from softball.
- To set up an archives of softball facts / statistics.
- To set up a Hall of Fame for the Bahamas Softball Federation.

- When the new Grand Bahama Softball Complex becomes a reality, to host an International Softball Federation Championship and International Slow and National Slow / Modified Championships.
- A National High school championship.
- An annual International slo-pitch championship with vacation time built within.
- Make a bid for World Youth at the 2001 International Softball Federation Congress Meetings for Women's World Youth in 2003 or World Youth Men's in 2005.
- To set up a Bahamas Softball Federation Pitching Developmental Program with trained coordinators.
- To develop a resource library of credible print / video materials.
- To arrange a Professional Development day for Physical Education teachers on each Island to implement Level I technical clinics into their school curriculum.
- To train volunteers for course conductors (coaching, umpiring and pitching development).
- To provide technical support in softball for the Ministry of Sport summer camps.
- To increase fees - association and team.
- To host an open forum on softball at the biannual Bahamas Softball Federation meeting.
- To hold workshop sessions at Bahamas Softball Federation National meeting.
- To develop an ad campaign, video etc. either through Bahamas Cable and/or the Ministry.

- To develop a marketing concept using the theme "Softball: Get A Feel For It " (Slogan is the property of G. Corbett/T.Power).
- To arrange for corporate sponsors for National Championships.
- To host a slo-pitch super Island Championship.
- To host a Gala Awards Event at Annual Meeting.
  - Hall of Fame Induction
  - Memorial Presentations
  - Team, Umpire, Coach and Athlete of Year Awards
  - Sponsorship recognition Awards
  - Scholarships
- To implement a Softball Days Program as in Canada. A series of one-day fun oriented softball activities. The Royal Bank sponsors Canada's program. Where banking is such an industry in the Bahamas, this is a great way to expose as many children to the sport as possible in hopes that they enjoy and participate in the sport for life
- To encourage former National Team Softball players to get involved in Primary and High school programs.
- Utilize a Softball Skill Awards Program for Physical Education Teachers to implement into their curriculum.
- To assist the Ministry on a project to develop an updated softball curriculum for their school system.

- To improve communication by bringing back the newsletter (maximum of two pages for ease of faxing).
- To move National Championship around the various Islands.
- To host Island High school championship game during Island Association Senior Championships.
- To coincide a National High School Championship and Senior Championship during the same time on the same Island.
- To set a fee for hosting a National Championship instead of following the present system.
- Allow the Local Island Association to make money at the National Championships.
- To offer kids a summer program of softball. Put an organization structure in place - could be role of one of the directors with contacts on each Island.
- To be more proactive in promoting softball - especially when visiting technicians, coaches and administrators are on the Islands.
- To attract more money for softball.
- To implement an official score keeping program into Physical Education classes.
- To implement an umpire program into the High School Physical Education curriculum.
- During 1999-2000 there is a lot of money circulating in the Bahamas. Now is time to go after sponsors for program development.
- To bring in teams from Florida etc. to play local teams. Create interest. Generate revenue.

- For the Federation and Island Associations to help school based softball with coaching, fast pitch development and umpiring.
- To appoint a High School liaison person for each Island Association.
- For umpires to work within High School System.
- For High School Physical Education Teachers and softball coaches to identify coaches / players for National Youth Team Program.
- To implement an after school High school softball program preferably playing just prior to the Senior games.
- To create a public awareness campaign using National Team Players.
- To attract younger players for the National Team.
- To develop an intensive fitness program for National and regular program teams.
- To organize and administer a National all-star Team.
- To go back to the old formula of National team selection. Manager plus two coaches should visit each island and have properly organized try out camps leading to picking the best possible team.
- To carry forward the Freeport (Grand Bahama) High School plan of each year integrating the best two to three High School female players onto a senior team. Over four to six years will have a new team of younger talent.
- To have senior players who are experts in their own positions (Eg. Catching) deliver clinics throughout their Island.
- To assign senior teams to schools to coordinate, assist and promote softball.
- To play more games when more diamonds are available.

SWOT - Threats

There is a concern on each Island that softball is falling behind other sports.

- Baseball - Two of the Islands have well-organized baseball programs. Softball has not developed a minor program and may have a difficult time attracting enough players.
- Basketball - The Ministry is building many outdoor basketball courts throughout the Islands. While I was conducting softball skills clinics in Freeport, Grand Bahama for less than a dozen teenagers, there was usually over thirty (30) teenagers on one court close to the softball field. In Eleuthera, I held a clinic for three (3) teenagers while at the same time approximately twenty (20) teens were shooting hoops next to the field.
- Bitter feelings between those hard core volunteers of fifteen (15) plus years and the Bahamas Softball Federation is hurting progress of the Federation and Islands.
- Some Islands may pull away from the Bahamas Softball Federation. The Federation is seen as an impetus rather than a promoter of softball.
- Hurdle of personal issues on Islands.
- Summer basketball camp in Grand Bahama "Freeport" attracts over one hundred (100) people. Softball Canada instructor attracts less than fifteen (15) people.
- Introduction of cable television has given families a reason to stay home during heat of day and in the evenings rather than go out to the ballpark.
- Inability of all concerned to make the concerted effort to avail of the help that Softball Canada and the International Softball Federation Development Committee have available.

CHAPTER 5

LAUNCHING FORWARD WITH THE RISING SUN - A STRATEGIC PLAN

Introduction

The Bahamas Softball Federation organized in 1972 has made a significant contribution to sport in the Bahamas. Its teams and players have excelled at the national and international level, and over the years the sport has enjoyed strong participation amongst both genders. However, as the Bahamas Softball Federation moves towards the next millennium, it finds itself like many amateur sports organizations: looking to reinvent itself and insure its sport remains firmly positioned in the mix of the Island's most popular recreational and competitive sports activities. The following is the outcome of my efforts and the collective input of all the participants. I'm sincerely grateful for everyone's opinions and suggestions.

This portion of the document examines how the Bahamas Softball Federation's current approach to amateur softball may be refined to better capitalize on areas of opportunity. Hopefully, the ideas that have resulted are presented in a clear and simple manner for the reader.

The Bahamas Softball Federation does not have it's own office space. It currently operates its head office out of the business office of its President Mr. Gregory Christie. There is no paid administrative, technical or secretary assistance.

The Bahamas Softball Federation Board of Directors consists of sixteen (16) officers and directors. The Officers include the positions of immediate past president, president, five (5) vice-presidents, secretary general, secretary, treasurer and assistant

treasurer. Five (5) directors are appointed by the president, each the president of the affiliated Island Association. Only one association from each island in the Commonwealth of the Bahamas is permitted to be a member association. At present six (6) Islands are affiliated, New Providence, Grand Bahama, Eleuthera, Abaco, Exuma and Long Island.

While reliable statistics are not available, the Bahamas Softball Federation states that softball is the most widely played sport in the Bahamas. There is a higher ratio of non-registered to registered softball participants. Only the Islands senior ladies and men's fast pitch leagues are registered. The only slo-pitch registered comes from Grand Bahama. Primary school, high school, slo-pitch and modified pitch are not registered with the Bahamas Softball Federation. Many people are playing the game but only a small number do so under the Island Association and Bahamas Softball Federation banners.

I believe that all sports go through cycles in terms of popularity - softball is no different. In North America, its numbers are in decline - especially FastPitch. Yet the game is very global: The International Softball Federation is established in over one hundred (100) countries, spurred on by the new Olympic status of the game. There is no need for panic on our part, just more strategic planning to ensure the cycle moves in the right direction again.

The Bahamas Softball Federation has three (3) members who have been inducted into the International Softball Federation Hall of Fame: Leon "Apache" Knowles

(deceased), Churchill Tener-Knowles (Past President) and Neko C. Grant, Immediate Past President.

The socio-economic climate in which the Bahamas Softball Federation is proceeding forward with this strategic plan bears mention. New Providence and Grand Bahama have flourishing populations. The resulting out-migration following High School on the Islands of Eleuthera, Abaco, Exuma and Long Island is a prime example of how the livelihood of the game is directly tied to the state of the economy. The rural reality today on these four (4) Islands is one of an aging population faced with an economy in transition and a volunteer base over-taxed for its time and energy. Failure to recognize and associate with the school system will in all likelihood spell the demise of the game on these Islands.

The critical questions of "How much extra will it cost?" and "When will it be done by?" are intentionally not addressed under each Launch Priority heading for two very practical reasons. First of all, change costs money and can only be introduced as money permits (hence, the need for priority lists). The Bahamas Softball Federation would only be setting itself up for failure by committing to an infinite number of deadlines for implementing recommended changes without first having secured the necessary resources to move forward. Secondly, as with any properly designed plan, there has to be enough flexibility built in to allow all concerned to compromise on the timing of the action plan when they encounter either shortfalls in resources, or unforeseen events which temporarily derail the roll-out of the plan. For example, the Bahamas Softball Federation will have to give the Island Association Board of Directors adequate

time to become fully familiar with their new roles and responsibilities as an organization before imposing any task deadlines (associated with the Strategic Plan) upon that Association. The bottom line is that the responsibility for allocating moneys and setting deadlines for each Launch Priority will rest with the Bahamas Softball Federation Board of Directors, in consultation with the Island Associations.

There will be significant costs; therefore, much depends on the Bahamas Softball Federation's ability to attract funding from the Ministry and major corporate sponsorships. There will need to be an increase in revenue from present and new memberships, special events, and other sources.

To compensate for the absence of specific deadlines and budget allocations for each Launch Priority, it is recommended that an Advisory Committee (as proposed in the section on Decision-Making Structure) be put into place. Through meetings, this committee will hold the Federation Board of Directors and its Standing Committees accountable for the timely delivery of the Strategic Plan. The agenda for any Advisory Committee will be a progress report on the ongoing implementation of the Strategic Plan.

Arriving at the Launch Priorities for the Bahamas Softball Federation required a lot of input from many individuals close to both the game and its organization. It required an objective look at what the core structural problems really were beneath the issues and incidents that continue to frustrate softball.

Like any .300 batting average achieving even thirty per cent (30%) of the objectives cited within these Launch Priorities by the end of the 2001 season could be

considered a success. To do so, the Local Island Associations and the Bahamas Softball Federation will require a teamwork approach.

The Launch Priorities are presented in a format that allows the particular Bahamas Softball Federation member tasked with the implementation to easily extract their portion of the strategic plan. Launch Priorities are in random order and therefore, at the discretion of the Bahamas Softball Federation Board of Directors as to which one's take top priority.

The Bahamas Softball Federation will only be setting itself up for failure by committing to an infinite number of deadlines for implementing recommended changes without first having secured the necessary resources to move forward.

The Bahamas Softball Federation has an obligation to be accountable to the Islands for its actions. Meeting that obligation better will improve the Island 's trust in the Federations ability to fulfill the mandate of promoting and developing softball throughout the Bahamas.

Launch Priority: Marketing Softball throughout the Bahamas

Objectives:

- Promote the game of softball first and the Bahamas Softball Federation second.
- Create an improved image for all brands of softball: Senior Men's Fast Pitch, Senior Women's Fast Pitch, High School Fast Pitch male/female, Primary School Fast Pitch male/female, Modified Pitch and Slow-pitch.
- Create the opportunity for sports people to become more knowledgeable about the rules and skill techniques required.

- Recruit more people to the sport - not only new volunteers but reactivate those of the past who still have an interest.

Strategy:

- Establish the marketing of softball as one of the top priorities for the Bahamas Softball Federation
- Produce a series of 30-second television commercials and a 15-minute promotional video for use in a public relations media campaign. Video has the potential to be used at school functions, community functions, registration and other promotional events.
- Develop a marketing concept - "Softball: Get A Feel For It" (Slogan is the property of G. Corbett & T. Power) targeted at the school system.
- Develop opportunities that give profile to the National Team All-star teams in general.
- Implement a Softball Days Program similar to the Royal Bank Softball Days in Canada. A series of one-day fun oriented softball activities.

Tasks:

- Consult Bahamas Cable, ZNS and other media regarding video production and broadcast opportunities through a corporate sponsorship.
- Search for other corporate sponsors to help defray the cost of any video production work. Product lines visibility in video, etc.
- Search for a school based sponsor for National programs in all school softball - consider the banking industry and/or the Ministry.

- Where Banking is such an industry in the Bahamas, this is a great way to expose as many children to the game of softball. Make a pitch to the Bank(s). Maybe consult through Softball Canada the Royal Bank.

Anticipated Results:

- Improved public awareness of softball throughout the Bahamas.
- "Ego Rub" for those featured in any promotional material.
- Increases in the number of people either playing the game or returning to it.
- Increase in Corporate Sponsor interest - increase in sponsorship revenue.

Comments:

- To achieve any tangible results in this area, a substantial investment of time and money is necessary. Any marketing strategy that relates solely on the generosity of media to get the message out about its sport will invariably fall short.
- Stakeholders recognized the need for Bahamas Softball Federation to promote the sport of softball above and beyond the Federation.
- Some stakeholders felt that other sports were offering more of a total quality program and / or sports specific training for instance (basketball) and this poses a threat to softball.
- Some stakeholders felt that the year round playing of other sports was hurting softball.

- Stakeholders recognized that the Bahamas Softball Federation has totally neglected the school system where many students and coaches are participating in softball.
- Stakeholders acknowledged the need for the Primary/High School as a feeder system for World Youth championships, the senior leagues and ultimately the National Team Program.
- Stakeholders acknowledged the benefit for school softball games to take place during the evenings prior to senior games. Senior players could then help out with the coaching and umpires could help out prior to the senior games.

Launch Priority: Marketing the Bahamas Softball Federation Organization

Objectives:

- Improve the public profile of the Bahamas Softball Federation and its directors.
- Improve the brand image of Bahamas Softball Federation.
- Develop a corporate sponsorship strategy.

Strategy:

- Arrange a media relation's seminar for the Bahamas Softball Federation and it's key volunteers. Engage support from Softball Canada.
- Earn a higher profile by making arrangements for National Championships in High School softball.
- Make arrangements for the eventual additional National Championships in - slo-pitch, co-ed. and modified pitch.

- Introduce a new name, logo and a motto that reflects the new fresh image of the organization and demonstrates the Federation is serious about changing as it prepares for the future.
- Develop and introduce a mascot concept and put it out front on everything and everywhere.
- Make the mascot available to the school system for spirit and softball days.
- Develop merchandise to promote the new look - partner with a promotional wear company (if possible). Speak to Softball Canada about this strategy.
- Arrange for sponsorship of programs for example fast pitch development.
- Arrange for sponsorship of the National Championships.

Tasks:

- Identify all program activities that could be sponsored and develop a 'hit list' of potential corporate sponsors as a starting point.
- Copyright the mascot trademark.
- Launch a school-based contest as a way to get a new Bahamas Softball Federation logo, motto and mascot.
- Develop a newsletter.
- Set up a school mailing list with the appropriate contacts.

Anticipated Results:

- Improved school / public awareness.
- Improved Island Association/ School/Federation relations.
- Improved Bahamas Softball Federation brand awareness.

Comments:

- Stakeholders were critical of Bahamas Softball Federation in terms of how well it promoted itself. Comments included the need for Bahamas Softball Federation to get positive, delegate more, make swifter decisions, partner more, listen more, improve its protocol and presentation standard, and gain more exposure throughout the Islands.
- Marketing and public relations were seen as good avenues for positive impact.
- The stakeholders felt that the Bahamas Softball Federation has to partner with the school system.
- Many stakeholders promoted the need to improve public relations from the Federation to the Island Associations and vice versa.
- Stakeholders time and time again expressed that the Bahamas Softball Federation has to become program orientated.
- Stakeholders felt that the Federation needs to attract and recognize sponsors.

Launch Priority: Marketing Bahamas Softball Federation Programs and Products

Objective:

- To develop and implement programs.
- To develop and implement a product line.

Strategy:

- Partner with the school system at all levels.
- Focus on strategically timed and placed National Championships, throughout the softball season.

- Pay close attention to how well any item offered to the public, whether big or small is packaged.
- Introduce a two-tier approach to how to package programs and products. Can't sell to the small rural Islands the way you can to the large urban Islands.

Tasks:

- Develop a comprehensive marketing package and accompanying slide presentation on programs and products.
- Consult Softball Canada Marketing Personnel for suggestions.
- Schedule presentations to Island Associations, Schools and other key stakeholders - The Ministry of Sport and Island Sports Alliances. Consider the Banking Industry.
- Review registration fee structure and other fees as it pertains to programs.

Anticipated Results:

- Increased membership
- Increased fee revenue
- Increased sponsorship revenue and in-kind contributions

Comments:

- The stakeholders questioned what they really got from the Bahamas Softball Federation.
- Stakeholders felt that the development of programs will be the salvation for softball growth.

- Stakeholders indicated that a competent administrator would be a benefit in developing and implementing a sound marketing program.

Launch Priority: Dissemination of Information: Getting the Message Out

Objective:

- Establish an effective and efficient system to compile, refer and distribute Bahamas Softball Federation information.

Strategy:

- Be more proactive, less reactive (i.e., don't wait for someone to ask for it).
- Rely more on available technology to get the job done.
- Develop an improved electronic database, which retains information on all softball players, leagues, recreation groups, schools and businesses associated in any way with the game of softball.
- Develop a Web Site with e-mail capacity.
- Develop at the start, at least one (1) Bahamas Softball Federation Publication - "Softball Bahamas News and Views".
- Arrange with the Island Association Public Relations Director (under new constitution) a process for Getting the Message Out on the Island.

Tasks:

- Obtain a computer through a corporate sponsorship.
- Install a quality database software package into the Bahamas Softball Federation computer.

- Validate all existing contacts and addresses and enter into database.
- Prepare list of all potential member leagues and community programs.
- Seek out the most feasible option for Web site set up and recruit a partner to share the site (if necessary).
- Develop an inventory of print publications available throughout the world and post variety to web site once it is operational.
- Assign newsletter content work to Public Relations Director. Involve Language and Art classes in High Schools.

Anticipated Results:

- Accurate and reliable information.
- Bahamas Softball Federation information reaching a lot more people.
- Fewer incidents where leagues and teams get caught unaware of information.
- Positive public relations with the school system

Comments:

- Getting the right information to the right people was one of the major organizational problems cited by the stakeholders. There were a lot of complaints about the Bahamas Softball Federation mail-outs not reaching the right people on a regular basis. The information usually received is too late and in many cases didn't necessarily go out to all Islands.
- Developing both a Web site and a quality membership database were seen as part of the solution.

- Being able to get information when needed would greatly enhance the status of the Bahamas Softball Federation.

Launch Priority: Membership Service

Objectives:

- Take a more client-centered focus to how the Bahamas Softball Federation approaches Island Membership services.
- Demonstrate more opportunities for membership in order for Island Associations to have all available softball on their Island affiliated.
- Seek ways to give leagues more opportunity for feedback.

Strategy:

- Determine what incentives are needed to make Bahamas Softball Federation membership worthwhile - a privilege, not a chore.
- Put more emphasis on school membership.
- Take a dual focus: leagues and schools
- Revamp registration rate schedule: seek a format that is progressive - not regressive.
- Introduce an Advisory Committee with representation from various leagues and schools on the Islands.

Tasks:

- Create a one page flyer on the benefits of belonging to Bahamas Softball Federation.
- Create a one page flyer on "Where your membership dollars go".

- Investigate the feasibility of introducing a Bahamas Softball Federation discount card in conjunction with corporate sponsors that doubles as an insurance card. Bahamas Softball Federation telephone numbers and web address could be placed on all discount cards.
- Consult other Island Sports Federations as to their fee structure.

Anticipated Results:

- Increased registration numbers directly attributable to improvements in membership services especially through the school system.
- Less complaints regarding poor return on investment by Bahamas Softball Federation players.
- More awareness amongst membership of the benefits of being part of Bahamas Softball Federation.

Comments:

- The need to provide better service was frequently mentioned in discussions surrounding what has to change with Bahamas Softball Federation. One Director stated, " It doesn't require money and an office to speak to clients better."
- While scholarships and member discount cards should help to increase membership, Associations need to be convinced that there is a benefit in having all the softball stakeholders affiliated under the Federation.

Launch Priority: Awards and Recognition

Objective:

- Develop a quality recognition program for Associations/players and sponsors.

Strategy:

- Introduce quality awards.
- Pursue corporations whose business is closely tied to the post secondary education field and seek their sponsorship of athletic and academic scholarships.
- Introduce an annual scholarship for coaches.
- Play to people's competitive nature by introducing an Award for Best-Organized Championship! Association! School Softball Event!
- Give the Awards Presentation/Event media promotion.
- Review the kinds and types of awards to give out at National Championships.

Tasks:

- Tender for quality awards.
- Draft list of potential sponsors for scholarships.
- Draft eligibility criteria for potential athlete scholarships.
- Draft eligibility criteria for a potential coach's scholarship.
- Perform cost analysis regarding individual awards at Championships.

Anticipated Results:

- Higher degree of satisfaction amongst membership when surveyed on being recognized for their efforts.
- Better profile for award winners.
- More prestige surrounding awarding of prizes.

Comments:

- One way of connecting into the school system is to make available a number of softball scholarships.
- There was no clear consensus among the stakeholders regarding the merit of awards.
- Many stakeholders indicated that they were proud to be involved with Bahamas Softball Federation when they were either in the company of long-time members, dealing at the national level, and or getting that "handshake or pat on the back" after running a Championship.

Launch Priority: Coaching Certification

Objective: To implement a Coaching Certification Program

Strategy:

- Determine in consultation with the Ministry, how this program can best be designed, borrowed, purchased, etc for the Bahamas.
- Determine the various components: technical, theory and practical and how the components can be best met.

- Determine what role the Bahamas Softball Federation should play in the design and administration of the coaching program.
- Determine what role the Island Associations should play in the design and implementation of the coaching program.
- Determine the role of volunteers in this program.

Tasks:

- Identify one (1) individual on each Island who is interested in becoming the coaching coordinator (Course Conductor) for that Island. These people together would form the Bahamas Softball Federation Coaching Development Committee.
- These individuals appoint one person from the committee to be the Chair of the Coaching Development Committee. The Bahamas Softball Federation to approve such a request.
- Contact Softball Canada to provide a Course Conductor to conduct a Level I and II Coaching Symposium. Bring in Island course conductors to a central site for training.
- Coaching coordinators will go back to their respective Island and hold Level 1 and Level 11 coaching clinics.
- Island Coaching Coordinator to evaluate coaches over the first year for their practical component.
- Coaching chair responsible to monitor and evaluate the progress of coaching program. Establish a database of certified coaches for Bahamas Softball

Federation and recommend in consultation with other members of the committee a coaching staff for the National Youth and Senior Team Programs.

- Island coaching coordinators to seek out opportunities to improve the level of coaching on their Island.
- Coaching committee responsible for setting minimum coaching qualifications for Island and National Championships.
- Federation to make arrangements with Softball Canada for follow-up, evaluations and further certification.

Anticipated Results:

- An increase in properly trained coaches.
- An increase in the skill level of coaches, resulting in an improvement in the finer points of the game.
- An increase in the number of coaches available to be considered for Island and National Teams.

Launch Priority: Decision Making Structure

Objectives:

- Improve how the Bahamas Softball Federation functions in terms of making decisions and executing them.
- Matching roles to Launch Priorities.

Strategy:

- Assign Board members along priority and function lines, not along geographic lines or broad program areas that lack specific focus and duties - give volunteers clearly defined roles for which they can be held accountable.
- Add the following to the Board of Directors: Membership Services Director, Skill Development Director, Public Relations Director, and Marketing Director, Adult Fastpitch Director, Adult Slow-pitch Director and Minor Director. Retain only the positions of President, Past President, one Vice-President and Finance Director.
- Have the President appoint members to standing committees on the Minor Program and the Adult Program.
- Establish the Advisory Committee.
- Give the female softball program equal status with the male program by addressing female softball issues and concerns at the same table whenever possible. Many decisions that impact men's softball automatically impact ladies softball, so why not deal with the full picture all at once.

Tasks:

- Amend Constitution and By-Laws to reflect changes.
- Announce changes through newsletter and web site etc.
- Inform Ministry of changes.
- Prepare job descriptions for each Board member and Bahamas Softball Federation Umpire in Chief.

Anticipated Results:

- Smoother flow in terms of decision making and administrative tasks.
- Better use of volunteers' time.

Comments:

- Stakeholders noted that it doesn't take money for Bahamas Softball Federation to improve how it organizes its teams and committees, and assigns tasks to its volunteers.
- The stakeholders favored having the Board of Directors assigned by priority, not geographical location.
- The more active an organization's Board, the more credible it will be in the public's eye.

Launch Priority: Island Championships

Objectives:

- To enhance Island Championships through the addition of minor fast pitch, senior slo and modified pitch Island championships in addition to senior men and ladies.
- To enhance the level of expertise among Island Championship organizers.
- To strive for more consistent Championship officiating.
- To have the Bahamas Softball Federation stay out of Island Associations championships except as resource persons and liaison (if requested). This relationship needs to be defined.

Strategy:

- Island Softball Associations to sanction more events - can't continue to be limited to senior men's and ladies. Devise incentives for participation.
- Island Association responsible to select a Championship Coordinator for each event.
- Island Associations seek to explore ways to overcome late scheduling and late Championship entries.
- The Bahamas Softball Federation to sponsor a generic sport event-organizing seminar to help Island Associations host their Island Championships.
- Introduce an award for "Island Championship Organizing Committee of the Year".

Tasks:

- Contact Softball Canada regarding event-organizing seminars.
- Establish criteria for Local Island Organizing Committee of the Year Award.
- Island Associations to appoint Championship coordinators.
- Island Associations to develop training package for Championship organizers to maintain a high quality. Contact Softball Canada for support.
- Arrange through the Bahamas Softball Federation an event-organizing seminar.

Anticipated Results:

- An increase in Island championships being held.

- An increase in the number of teams participating in Island Championships.
- Improved economic impact and Island awareness for centers hosting Championships.
- Better quality of Island Championships.
- Greater interest in the game resulting in more volunteers available.

Comments:

- Throughout the Islands I heard the need for the opportunity to participate in a greater variety of Island and National Championships.
- Island Associations are eager to host. Participants indicated to me that it is not in their hands.
- Many participants indicated that the people are all ready in place if given the opportunity to host.
- Many stakeholders spoke of the inconsistency of officiating from Island to Island and also on the Island. With the implementation of an umpire grading committee and an increase in championships, more umpires may be attracted to the game and the quality and consistency should increase.

Launch Priority: A Bahamas Minor Program (19 and under)

Objectives:

- Develop a minor program that affords children the opportunity to play regardless of their skill level.

Strategy:

- Encourage Island Associations to hold Minor Championships according to the following:

  Midget (19) and under: fall of 2000.

  Bantam (16) and under: fall of 2001.

  Pee Wee (14) and under: fall of 2002.

  Squirt (12) and under: fall of 2003.

  Mite (10) and under: fall of 2003.

******A minimum of two (2) teams required to hold an Island Championship 2000 and 2001. A minimum of three (3) teams required for 2002 and beyond.

- Bahamas Softball Federation to hold National Minor Championships according to the following:

  Midget: Early November 2000.

  Bantam: Early November 2001.

  Pee Wee: Early November 2002.

  Squirt and Mite: No National Championships.

  A minimum of two (2) Islands required for a National Championship in year 2000,2001and 2002. A minimum of three (3) Islands in year 2003.

- When Web site is set up, dedicate a large amount of space to minor softball tips and good minor softball stories.

- Explore rule changes that appeal to the players, coaches and umpires considering the program on each Island.

- Island Associations to take the leadership role in working with the school system to develop the Minor softball program.
- Hold a National Minor Softball Week.

Tasks:

- Bahamas Softball Federation to restructure its Constitution to accommodate the addition of a Minor program.
- Bahamas Softball Federation to change it's directorship by adding the addition of a Minor Director.
- Island Associations to change their Constitution to add Minor Program Coordinator/Director.
- Minor Program Coordinator to contact all schools on Islands about Minor Program. A presentation to the school system is suggested to secure interest, needs and cooperation.
- Implement the suggested Minor softball objectives and rules in the Strategic Plan as a starting point.
- Make copies of the suggested Minor Program available to all schools.
- Consider partnering a senior team or player(s) to each school that expresses an interest. Team or player(s) to work with school based coaches and players on developing the game - skills, etc.
- Consider partnering an umpire(s) to each school to help with rules clinics etc.
- Identify a Corporate Sponsor to support activities of the Bahamas Minor Softball Week.

- Arrange a National opening ceremony for Minor Softball Week. Hold this ceremony on a different Island in the following years.
- The Bahamas Softball Federation to develop a promotional kit for Minor Softball Week.

Anticipated Results:

- Strong growth in the number of children playing organized softball on the Islands.
- First time implementation of a formalized program in minor softball will generate interest in itself.
- Opportunity to identify quality softball players for a developmental program for National Teams.
- Opportunity to attract corporate sponsors.
- Opportunity to attract parents to the game to enhance coaching, umpiring, pitching development and other program needs.

Comments:

- Throughout the Islands stakeholders talked about the interest in the school system for softball but the lack of direction from the Island Associations and the Bahamas Softball Federation.
- It was indicated by a large number of people that if a minor program is not developed, softball on a number of Islands would cease to exist in a few years.

Launch Priority: Ministry Relations

Objective:

- To improve the dialogue with the Ministry.

Strategy:

- Pursue Ministry buy-in for the content of this Strategic Plan.
- Explore how the Ministry can modify its regulations and policies to help implement this developmental plan.
- Lobby the Ministry about the positive affects of children playing softball.
- Explore the possibility of Ministry involvement to host an Annual Slo-pitch International Softball Event.

Tasks:

- Formally present the Strategic Plan to the Minister for Sport in the Bahamas Government.
- Invite the Minister to appoint representation from the Ministry on the Bahamas Softball Federations Advisory Committee.
- Bahamas Softball Federation to do a presentation to the Sport Ministry on the Tourism Economic Impact for Hosting an International Softball Event (contact G.Corbett for details).
- Annually, invite teams from the Caribbean, United States, Canada, etc. to participate in an International Slo-pitch and Holiday Package Tournament. Link it to the Bahamas tourism strategy.

Anticipated Results:

- Understanding in the Ministry for the Bahamas Softball Federations and Island Associations approach and long term plans.
- Understanding in the Ministry for the struggles faced by the Island Associations and the Bahamas Softball Federation.
- Awareness of the economic impact for hosting National and International Softball Events.
- Increased awareness of softball throughout the Bahamas.

Comments:

- Stakeholders very interested in working with the Ministry instead of against for the improvement of softball.
- Stakeholders see the value of hosting an International softball event not only for the softball community but also for the country in general.
- Stakeholders indicate that they can't continue to keep the softball facilities in good condition without the cooperation of the Ministry. A lot of discussion surrounded the Ministry involvement in the Nassau National Stadium but little to no involvement on the other Islands.

Launch Priority: Hosting Major Softball Championships

Objectives:

- To host National Championships in Senior, Midget, Bantam and PeeWee fast pitch, and Senior modified pitch and Slo-pitch.
- To host an International Softball Event.

- To stimulate a renewed interest in softball by attracting National and International Championships.

Strategy:

- Continue to hold National Championships in Senior men's and Ladies. In addition host a school championship.
- Consider hosting school championship as part of Island Senior championships. If not, consider holding school championship game during the Senior Championships.
- Work with the Island Associations to host Island Championships in Midget, Bantam, and PeeWee Minor Softball according to Launch Priority on minor softball.
- Work with Island Associations to hold Senior modified and Slo- pitch Island Championships.
- Bid to host the 2005 International Softball Federations World Junior Men's (19 and under) championships. Bid would have to be presented at the 2003 Congress.
- Bid to host the 2007 International Softball Federations World Junior Ladies (19 and under) championships. Bid would have to be presented at the 2005 Congress.

Tasks:

- Have Island Associations assume the responsibility for hosting National Championships.

- Set up bid procedure(s) for hosting a National Championship (consult Softball Canada).
- Set up the financial obligations for hosting a National Championship.
- Set up a National Committee to develop the bid for the International Softball Federations World Junior Championships (consult G. Corbett).
- Do a formal presentation to the Ministry on rationale for hosting and sponsoring National and International Softball Championships (consult G. Corbett).

Anticipated Results:

- Economic impact of the event(s) for Island and National development of softball.
- Economic impact – tourism.
- International/National/Island media attention to promote softball.
- Provide opportunities for new facilities or improvements to existing facilities.
- Provide a real psychological boost for sport volunteers.
- To attract sponsorships to softball.
- To attract new volunteers to the game of softball.
- An understanding by the Ministry for the needs and benefits of softball for Bahamians and the economic impact of the sport.
- To create an avenue to avail of Ministry program funds.
- Hosting a successful International Sport Event will substantially enhance the Bahamas for hosting further events.

Comments:

- Comments throughout the Islands were directed towards the lack of leadership from the Bahamas Softball Federation for National /International Championships.
- Island Stakeholders indicated to me that they were interested in getting involved in a greater variety of Championships.
- Tremendous excitement with stakeholders on having more National Championships and getting involved once again at the World level.
- Stakeholders indicated time and time again, that an International event would really get the interest of the public and bring people back to the game. It is seen as a major boost to softball.

Launch Priority: Material Resources

Objective:

- Develop a Bahamas Softball Federation library of Softball resources that can be sold to the Island Associations.

Strategy:

- Introduce and make available the resources that are presently being promoted by Softball Canada.
- Search out current research findings on the various components of softball.

Tasks:

- Give the responsibility of Resources to the Vice-President. Encourage the Island Associations to purchase these directly.

- Contact Softball Canada for a sample of the various resources in print and video that are currently available (see Appendix I).
- Develop a listing with appropriate costs for available resources.
- Forward copies of such listings to the Island Associations.
- When Web Site is up and running, post these resources on line with the capability of purchasing on line.

Anticipated Results:

- Improved participant and public understanding of the various components of softball.
- Players will have access to relevant resources to help them improve their technical ability.
- Coaches will have access to resources on all aspects of the game.
- Umpires will have access to current officiating programs.
- School system will have access to all aspects of softball, which can then be integrated into the Physical Education program.

Comments:

- On each Island the stakeholders expressed a need to have access to softball resources.
- Stakeholders indicated that if the Bahamas Softball Federation and the Island Associations were not going to provide access to resources, they would like the names and addresses of where they could be found.

- Several stakeholders requested the information from me as they felt that they didn't want to wait on the Federation and the Island Association.
- The practice of having to go through the Bahamas Softball Federation to order resources from Canada and the United States should be discontinued. Softball persons should be empowered to order resources directly until the Bahamas Softball Federation can develop it's own distribution centre.

Launch Priority: Human Resources

Objective:

- To staff the Bahamas Softball Federation Office with a paid Executive Director and an Administrative Assistant.

Strategy:

- Establish a year round, permanent Head Office for the Bahamas Softball Federation.
- Strive to have the office space in the National Stadium (if adequate) opened, with the operating expenses taken care of by the Ministry.
- Develop a partnership with the Ministry to offset the Executive Director and the Administrative Assistant salary (if only for the first year).
- Consider the possibility of sharing the Administrative Assistant services with another sport Association to cut costs.
- Develop partnerships with potential sponsors on office furniture and technology equipment.

- Adopt the practice of finding a corporate sponsor to provide in kind or to cover the costs of as much expenditure as possible. Don't be too quick to spend what you don't have.

Tasks:

- Executive Director in consultation with the Executive Committee to develop an office management and operating plan. (Consult Softball Canada).
- President of the Bahamas Softball Federation to contact Softball Canada to make arrangements for the Executive Director to spend some time in training at the Softball Canada Office in Ottawa, Canada.
- President to arrange a meeting and presentation to the Ministry.
- Executive Director and Marketing Committee to identify potential sponsors and develop appropriate marketing plans.
- Job description for the Executive Director and Administrative Assistant to be formulated by the Executive Committee. (Consult G. Corbett).

Results:

- A streamlined office operation for the Bahamas Softball Federation.
- Improved capability for the Bahamas Softball Federation for communication with the Island Associations and their various stakeholders.
- Improved capability for the delivery of programs and resources.

Comments:

- Several stakeholders were vocal that the Bahamas Softball Federation needs to have a National Office where access to information and programs can be readily available.
- Opening a National Office will provide an identity for the Bahamas Softball Federation.
- Stakeholders indicated that opening a National Office and having it controlled by the President will serve no purpose.

Launch Priority: Umpire Recruitment and Performance

Objective:

- Attract an additional number of nationally registered umpires.
- Establish better profile and incentives for the Bahamas Softball federation umpires.

Strategy:

- At the General Meeting, arrange a focus group session on improving incentives for umpires and invite current and former umpires to it.
- Allocate a special travel budget for the Umpire-in-Chief so that new umpires can be recruited and active ones graded on all the Islands.
- Promote the better-than-average opportunities that exist at the national level when you excel at umpiring.
- Offer umpire clinics for the school system.

Tasks:

- The President to plan an umpire's focus group at the General Meeting.
- Bring recommendations of umpire's focus group to the new Board of Directors for consideration.
- Umpire-in-chief to contact the school system to offer umpire clinics for coaches, players and potential umpires.

Results:

- Increase in the number of certified umpires.
- Less complaints re umpiring in the local leagues.
- School coaches, players and potential umpires will get a better understanding of the rules.

Launch Priority: Skill Development

Objective:

- To keep the game challenging for minor players.
- To offer half-day and full-day skill clinics for school children.

Strategy:

- Have clinics targeted at each stream: the coach and the player.
- Skill development to be one of the priorities for the Executive Director.
- Feature a two-hour skill clinic at all Island and National Championships.
- Offer lunch hour or after school clinics to senior students.

Tasks:

- Recruit a major sponsor for this skills clinic initiative and use them as the title sponsor.
- Develop a pool of skill clinicians and provide expert training. (Consult Softball Canada).
- Arrange with the school system for an appropriate time to conduct skill clinics.
- Arrange with the hosting Island an appropriate time to fit the skill clinics into Championships.
- Develop a smart and catchy theme in putting forward a quality player clinic program (Consult G. Corbett).

Anticipated Results:

- Improved skill level.

Comments:

- Stakeholders expressed the need to develop and implement skill clinics at a younger age.
- From my personal observations in the skill clinics that I held, there is a great need to develop and deliver skill clinics in all aspects of softball.

Proposed Board Restructuring for Softball Bahamas

Proposed Softball Bahamas Board of Directors

President

Past-President

Vice-President

Finance Director (formerly the treasurer)

Minor Director

Public Relations Director *

Marketing Director *

Skill Development Director

Membership Services Director

Adult Fast Pitch Director

Adult Slow Pitch Director

Umpire-in-Chief *

Secretary

*appointed

Standing Committees (Sample) - refer to new proposed constitution for complete list.

Executive Committee

Chaired by the President

Others appointed by President

Minor Program Committee

Chaired by the Minor Director

Director of Skill Development

Field Representatives from each Island appointed by the Island Association.

Senior Program Committee

Chaired by Adult Fast Pitch Director

Field Representatives from each Island appointed by the Island Association.

Advisory Committee

Five (5) Reps appointed by President - only two (2) permitted from the Board of Directors.

Staff:

Executive Director

Administrative Assistant

Summary of Launch Priorities

- Marketing Softball throughout the Bahamas
- Marketing the Bahamas Softball Federation Organization
- Marketing Bahamas Softball Federation Programs and Products
- Dissemination of Information (Getting the Message Out)
- Membership Service
- Awards and Recognition
- Coaching Certification
- Island Championships
- Decision-Making Structure
- Bahamas Minor Program
- Human Resources
- Ministry Relations
- Hosting Major Tournaments
- Umpire Recruitment and Performance
- Material Resources
- Skill Development

It will be up to the Bahamas Softball Federation in consultation with the Island Associations to decide on the order of priority for these "Launch Priorities". Marketing and finance will have to decide on the cost to implement each priority.

CHAPTER 6

A PROPOSED NEW BAHAMAS SOFTBALL FEDERATION'S CONSTITUTION AND BY-LAWS, TECHNICAL CODES AND NATIONAL TEAM PLAYERS CODE OF CONDUCT

In order to implement the strategic plan "Launching Forward with the Rising Sun", the various *"Launch Priorities"* must be reflected in the Softball Bahamas Constitution. The following proposed new constitution reflects this new direction for program implementation that I am proposing. It will ultimately be a decision of the Board of Directors to what direction should be taken.

***** Proposed changes are in italics.

ARTICLE 1: NAME:

The name of the organization shall be "*Softball Bahamas" originally formed 1972 hereinafter known as "The Bahamas Softball Federation" until January 1, 2000 in the Constitution and By-Laws* of *Softball Bahamas. Softball Bahamas is a non-profit organization.*

Reason: Everywhere I visited the one negative word, I heard time and time again was reference to the "Federation". In order to get a fresh new start; I am proposing a new identity.

ARTICLE 2: AIMS AND OBJECTIVES

1. *To improve and enhance the quality of life of young men and women in the Bahamas through the promotion of the sport of softball.*
2. *To promote sportsmanship and a spirit of fair play among individuals at all*

levels.

3. *To foster the development of physical and mental skills to all those who participate in the game of softball.*

4. *To provide an opportunity for men and women and children from various parts of the Islands of the Bahamas to come together in a spirit of friendship and competition.*

5. To promote softball at the recreation and competitive levels according to the needs of the membership.

6. To provide a central responsible body to promote and protect the interest of all member Associations of the Federation.

7. *To provide leadership for and co-ordinate the development of softball in the Bahamas.*

8. *To regulate and govern the sport of softball in the Bahamas.*

9. To establish and enforce rules and regulations under which softball competitions in the Commonwealth of the Bahamas shall be conducted.

10. To act as disciplinary body in matters pertaining to affiliated Associations, leagues, and their member clubs, and to decide any disputes that may rise between Federated Associations and which may be referred to it by either body.

11. To serve as a liaison between Affiliated Associations, Leagues, Clubs, and:

    a) The Government of The Bahamas

    b) The International Softball Federation

    c) The Bahamas Olympic Association

d) The Confederation of Pan American Softball Associations

e) The Confederation of Caribbean & Central American Softball Association

f) The Bahamas Federation of Amateur Sports

12. To arrange trails and sanction selections for both local and international competition, and to draw up and enforce an amateur definition acceptable to all under which softball competition shall be conducted in accordance with ISF, IOC and other international bodies regulations.

13. To organize, plan and arrange participation in International competition as often as possible, and to ensure that competitions held in the Bahamas are open to Bahamas Softball Federation affiliated Associations and organized under the rules and regulations of The Bahamas Softball Federation.

14. To arrange training schemes for Umpires and other officials.

ARTICLE 3: POWERS OF SOFTBALL BAHAMAS

1. To elect an Executive with the following powers:

i. To appoint committees.

ii. To call meetings of Softball Bahamas

2. To manage the affairs of Softball Bahamas.

3. To deal with disciplinary matters including the suspension and expulsion of Island Associations *where necessary.*

4. To set fees, raise or borrow money for the purpose of carrying out the objectives.

5. To define Island geographic boundaries.

6. To define duties of appointed and elected members.

8. *To hire an Administrative and Executive Director, define duties and job description and supervise the working schedule of that person.*

9. *To make, amend and repeal by-laws necessary or useful to promote and exercise the powers.*

10. *To require annual written reports from the Administrative and Executive Director and all members of the Board of Directors.*

11. *To award Softball Bahamas National Championships and to oversee the operation of these Championships.*

12. *To conduct coaching, umpiring, and skills clinics for the purpose of upgrading the calibre of softball.*

13. *To appoint coaches and management personnel and define their responsibilities for Softball Bahamas National Teams.*

14. To do all such matters and things as may be necessary for exercising the powers referred to in this constitution.

ARTICLE 4 : MEMBERSHIP

1. *Softball Bahamas* shall be open to one Association from each Island in The Commonwealth of the Bahamas constituted on presentation and acceptance of a written application to the Secretary, together with a copy of the Constitution of the Association and payment of such membership fee as may be fixed by the Executive Committee.

2. The Executive Committee shall reserve the right to accept, reject, or defer consideration on any application.

3. Acceptance of each *Island* Association shall be by simple majority of Executive Committee.

4. Acceptance of an application by Executive Committee will be taken as agreement of the Association, and their members to accept and abide by the Rules and Regulations of *Softball Bahamas.*

5. Two (2) delegates at each General Meeting called shall represent each *Island* Association.

6. Membership of any *Island* Association may be terminated by a majority of two-thirds (2/3) of the members of the Executive Committee present and voting at a meeting called specifically for the purpose of considering such termination.

Membership in *Softball Bahamas* may also be terminated:

a) By resignation duly accepted by *Softball Bahamas.*

b) By failure to comply with the Rules and Regulations of *Softball Bahamas.*

c) Upon failure to pay membership or any indebtedness.

ARTICLE: 5 OFFICIERS

Softball Bahamas shall be organized in the following manner.

A. All delegates attending the Softball Bahamas *annual* General Meeting shall have the right to vote for all positions on the Board of Directors except that of Past-President, Public Relations and Marketing.

B. The Board of Directors shall consist of a *maximum of thirteen (13) Directors including* the Immediate Past President. These Directors shall constitute the *Board of Directors of Softball Bahamas.*

The Board of Directors shall consist of:

(i) President

(ii) Vice-President

(iii) Finance Director

(iv) Minor Fast Pitch Director

(v) Adult Fast Pitch Director

(vi) Adult Slo-Pitch Director

(vii) Membership Services Director

(viii) Public Relations Director

(ix) Marketing Director

(x) Skill Development Director

(xi) Umpire-In-Chief

(xii) Secretary

(xiii) *Immediate Past President*

Directors of the following positions will be appointed by the President within 60 days of the Annual General Meeting:

i. *Umpire-In-Chief*

ii. *Public Relations*

iii. Marketing

1. All other officers shall be elected at *annual* General Meeting of *Softball Bahamas* and shall hold office until a successor is elected.
2. Officers of *Softball Bahamas* shall hold office for two (2) years.
3. Any officer absent from three (3) consecutive meetings, without submitting reasons for absence, may lose his/her position by default. Any officer can be removed from office by a two-third (2/3) vote of the General Body if found incompetent in the performance of his/her normal duties.
4. The Executive Committee shall fill any casual vacancies arising through the year.
5. The President shall appoint a Rules Interpreter/Umpire-in-Chief, *with voting privileges* whose duties shall be to coordinate an Umpires and Officials Certification Program and also train officials and update member Associations on rule changes.
6. The *President may* also appoint persons to Chair Committees who are not on the Board of Directors. Such persons shall not have voting privileges, but may sit and make presentations at meetings of the Softball Bahamas as relative to their Commissions.
7. All Past Presidents shall be regarded as Honorary Presidents of Softball Bahamas. *Only the Immediate past President will have rights and privileges thereof.*

8. Officers shall be elected at *annual* General Meetings of Softball Bahamas and shall hold office until a successor is elected.

C. COMMITTEES:

The President shall be responsible for the appointment of the following committees:

i *Executive Committee*

ii *Finance Committee*

iii Advisory Committee

iv Minor Program Committee

v Constitution Committee

vi Senior Fast pitch Committee

vii Awards Committee

viii Coaching Committee

ix Marketing Committee

x Senior Slo-Pitch Committee

xi National Championship Committee

xii Nominating Committee

xiii Skill Development

Article 6: TERM OF OFFICE

A. Duration of the terms of office:

i All elected members of the Board of Directors are elected for a two- (2) year term of office.

ii. *All appointed members of the Board of Directors shall be appointed for a two (2) year term of office.*

iii. *A term of office shall end at the time of election of a new executive during each annual meeting.*

iv *Directors elected at the AGM in 2000 remain on the board for a two-year period. These include (President, Vice-President, Skill Development, Adult Fast Pitch Director and Finance Director). The Board members of Membership Services, Adult Slo-Pitch Director, Minor Fast Pitch Director and Secretary will be elected until 2001. Subsequent elections will be for a two-year term thereby providing continuity of the Board. Beginning in the year 2000, the following appointed positions would be for a two-year term: Umpire in Chief, Public Relations Director and the Marketing Director.*

B. *All appointments to the board of Directors must be made by the President or a committee of the President within sixty (60) days of the completion of the Annual General Meeting and must meet the approval of the majority of the voting members of the Board of Directors.*

C. *Voting Eligibility:*

i. *Only those members elected to the Board of Directors at an Annual General Meeting may have voting privileges as a member of the Board of Directors either at the Board Meetings or the Annual General Meeting.*

ii. *In addition to C (i) above, the immediate past president <u>does not have full</u>*

voting privileges as a member of the Board of Directors.

iii. *The President may appoint a replacement for an elected Board Member who has resigned, been suspended or who has otherwise vacated the position and any member so appointed shall have full voting privileges as an elected member of the Board of Directors.*

ARTICLE 7 ELIGIBILITY FOR OFFICE

A. i. *Any delegate or director or member of the Association in good standing with the Association shall be eligible for any office of the Association, excepting the office of Treasurer, Past President and President.*

ii *Only candidates in good standing with the Association and with the background in financial matters shall be eligible for the office of Treasurer.*

iii. *Only candidates in good standing with the Association and having served at least two (2) years on the Executive are eligible to run for office of President.*

iv. *Only candidates with a minimum of Level 4-umpire certification may be appointed umpire in chief.*

B. All members of the Board of Directors who are in good standing with the Association shall be eligible for continuing re-election to the Board of Directors.

ARTICLE 8 ADMINISTRATIVE PERSONNEL - POWERS AND DUTIES

B. The Board of Directors

i. The Board of Directors shall govern the affairs of Softball Bahamas. The Board of Directors shall have all the powers unless otherwise designated. The Board of Directors shall be accountable to the membership at large.

ii. Notice of a Board Meeting shall be given to the Directors at least one week prior to the date of the meeting. However, the Board of Directors may meet on regular assigned dates without notice. In the event of an emergency, a meeting may be called at any time or place with the consent of two-thirds (2/3) of the membership of the Board of Directors.

iii. *A "Quorum" for the purposes of a meeting of the Board of Directors shall be constituted by the attendance of 50% plus 1 (one) of the voting membership of the Board of Directors.*

iv. *The Board of Directors shall have the authority to settle all matters not provided for in regulations. The decision of the Board shall be final.*

v. *The President may call a meeting of the Board at any time provided that a weeks (7 days) notice is given of the date of the meeting in accordance with Article 9, Section A, Sub-Section ii.*

vi. *A special meeting of the Board may be called upon the request of seven (7) members of the Board provided that the following conditions are met:*

1. *That the request is made to the President in writing.*

2. *That the business to be brought before the meeting is stated in the written request.*

In such cases the President must call a meeting within twenty-one (21) days of the written request.

vii. *It shall be the duty of the Board to select and hire the Executive Director of the Association.*

viii. *A decision of the majority of those present and voting shall constitute a decision of the Board.*

ARTICLE 9 BOARD MEMBERS RESPONSIBILITIES

President

A. *The* President *shall:*

i. *preside at all annual meetings and meetings of the Board of Directors.*

ii. *be an ex-officio member of all committees.*

iii. have the authority to designate any member of the Board of Directors to carry out her/his duties in connection with some specific undertaking. The designated member shall exercise the duties of the President to the Secretary who will table under "General Correspondence" at the Annual General Meeting.

iv *represent the Association at National and International Meetings with all voucher expenses paid for by the Association including a per diem allowance not exceeding that permitted from time to time by the By-Laws.*

v. *Only exercise his/her vote for tie breaking purposes.*

vi. *with the approval of the Executive Committee appoint the Chairpersons of all Committees unless otherwise specified.*

vii. *in conjunction with the Executive Director and Marketing Director, negotiate any and all contracts on behalf of or for the benefit of the Association subject to ratification of the Executive Committee.*

Vice-President

9. B. *The* Vice-President *shall:*

i. *represent Softball Bahamas at all meetings and functions in the absence of the President.*

ii. *conduct an annual review of the Association.*

iii. *be responsible for the compiling of material resources.*

iv. *perform such duties as assigned by the President.*

v. *assume the chair of President if for any reason the President is unable to complete the designated term of office. This responsibility will cease at the next Annual General Meeting at which time an election will be held for the office of President.*

Membership Services Director

9. C. *The* Membership Services Director *shall:*

i. *keep a record or correct list of all members of the Association in conjunction with the Executive Director.*

ii. *be responsible for registering all member leagues, teams and players*

annually.

iii. *present to the Board for final decision all concerns as to the eligibility of leagues, teams and players.*

iv. *create in consultation with Executive Director a one pager on the benefits of belonging to* Softball Bahamas.

v. *create in consultation with the Executive Director a one pager on "Where your membership dollars go."*

vi. *be responsible in consultation with the Executive Director for all grading and eligibility matters.*

vii. *be responsible for all membership services as directed by Board.*

Finance Director

9. D. *The* Finance Director *shall:*

i. *keep complete financial records and all receipts vouchers, books and all other matters pertaining to revenue and expenditures.*

ii. *have proven financial management capabilities.*

iii. *be bonded at the expense of the Association.*

iv. *have a limit of $500.00 on any financial commitment approval. The Executive Committee must ratify transactions above $ 500.00.*

v. *in conjunction with the Board of Directors, prepare a projected statement of revenues and expenditures for the forthcoming year. These projected financial statements shall endeavour to reflect all major sources of revenues and expenditures, as well as any cash flow requirements that the*

Association anticipates. The Executive Director shall assist the Finance Director in his/her duties.

vi. *prepare and present a complete audited financial statement to be presented at each Annual General Meeting.*

Immediate Past President

9. *E* *The* Past President *shall:*

i. *be an ex-official member of the Board of Directors with no voting privileges.*

ii. *shall act as chairperson of the Nominating Committee.*

iii. *if called on to do so, assist the President in the carrying out of the Presidential mandate.*

Secretary

9 F. The Secretary shall:

i. issue notices of meetings.

ii. maintain proper minutes of all meetings.

iii. *be responsible for the correspondence of Softball Bahamas.*

iv. *perform other duties as assigned by the President.*

Adult Fast Pitch Director

9 G. *The* Adult Fast Pitch Director *shall:*

i. *be responsible for the organization and promotion of fast pitch and modified pitch softball at all adult levels within the jurisdiction of the Association in so far as there is no conflict with the objectives of the*

Association.

ii. *appoint those individuals deemed necessary to assist that person in the conduct of the duties of Adult Fast Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.*

iii. *administratively report to the Executive Director from whom general directions may be received.*

v. *the Adult Fast Pitch Director shall work in consultation with all Directors to create a positive image for adult fast pitch.*

vi. *perform other duties as assigned by the President.*

Adult Slo-Pitch Director

9 H. *The* Adult Slo-Pitch Director *shall:*

i. *be responsible for the organization and promotion of slo-pitch softball at all adult levels within the jurisdiction of the Association in so far as there is no conflict with the objectives of the Association.*

ii. *appoint those individuals deemed necessary to assist that person in the conduct of the duties of Adult Slo-Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this*

Association.

iii. administratively report to the Executive Director from whom general directions may be received.

iv. the Adult Slo-Pitch Director shall work in consultation with all Directors to create a positive image for adult slo-pitch.

v. perform other duties as assigned by the President.

Minor Fast Pitch Director

9 I. *The* Minor Fast Pitch Director *shall:*

i. be responsible for the organization and promotion of minor softball at all levels within the jurisdiction of the Association in-so-far as there is no conflict with the objectives of the Association and specific operating rules.

ii. appoint those individuals deemed necessary to assist that person in the conduct of the duties of Minor Fast Pitch Director. Such appointments must be approved by the Board of Directors and confirmed in writing by the President in instances where the appointee may be in a position to make significant decisions affecting the jurisdiction and objectives of this Association.

iii. administratively report to the Executive Director from whom general directions may be received.

iv. the Minor Fast Pitch Director shall work in consultation with all Directors to create a positive image for minor fast pitch softball.

v. perform other duties as assigned by the President.

Skills Development Director

J. *The* Skill Development Director *shall:*

i. appoint all skills instructors in consultation with the Executive Director for Skill Clinics.

ii. be responsible for all levels of National Coaching Certification Program.

iii. appoint all instructors in consultation with the Executive Director for all coaching clinics.

iv. develop in consultation with the Executive Director and the Coaching Committee a school program of coaching clinics.

v. develop in consultation with the Executive Director and the Fast Pitch Pitching Development Committee a school program for fast pitch pitching/catching.

vi. perform other duties as assigned by the President.

Umpire-in-Chief

K. *The Umpire-In-Chief shall:*

i. be appointed in accordance with Article 6, Section B.

ii. assign all umpires for the various categories of National Championships.

iii. be responsible for the organization, in consultation with the Executive Director, of all National umpires clinics.

iv. evaluate the performance of registered umpires within the jurisdiction of the Association.

v. promote and generate good officiating.

vi. *work with local* Island Associations *to develop and improve their own umpiring program.*

vii. *perform other duties as assigned by the President.*

Public Relations Director

9 L. *The Public Relations Director shall:*

i. *be appointed in accordance with Article 6, Section B and Article 7.*

ii. *shall handle all media and public relations needs of Softball Bahamas in consultation with the Executive Director and the President.*

Marketing Director

9. M. *The* Marketing Director *shall:*

i. *be appointed in accordance with Article 6, Section B, and Article 7.*

ii. the Marketing Director shall be responsible for working in consultation with the Executive Director and the Board to develop a marketing plan for Softball Bahamas.

ARTICLE 10 Committees

A. *The President shall have the power to appoint the following committees: Executive Committee, Nominating Committee, Minor Committee, Advisory Committee, Senior Fast Pitch Committee, Senior Slo-pitch Committee, National Championships, Constitution Committee, Awards Committee, Coaching Committee, Finance Committee, Marketing and Fast Pitch Pitching and Catching Committee(Skill Development)*

B. *i.* *The chairpersons of all committees shall be appointed according to the*

conditions set forth in Article 9, Section A..

ii. *A committee may be disbanded or a committee member replaced upon the approval of the majority of the Executive Committee.*

Executive Committee

C. i. *The Executive Committee shall be appointed in accordance with Article 5 Section C, and shall include only members of the Board of Directors (elected or appointed).*

ii. *the Executive Committee shall be responsible for the daily operation of the Association and will be answerable to the Board of Directors. The Executive Committee will meet on a regular basis and any decisions made by this Committee will be binding on all members of Softball Bahamas.*

iii. *The President shall invite other members of the Board of Directors (elected or appointed) to sit on the Committee for special occasions. Such members shall then have full voting privileges at any meetings they attend.*

iv. *The quorum of any meeting of the Executive Committee shall be seven (7) persons. In the event a quorum is not seated, following a fifteen minutes wait, those present shall form a quorum provided there are no less that five (5) members present.*

Nominating Committee

D. i. *The President shall appoint a Nominating Committee according to the conditions stated in Article 5, SectionC. This committee shall consist of at least three (3) members.*

ii. *The Nominating Committee shall receive nominations for positions to the Board of Directors at the Annual General Meeting. In the event that for any reason the Chairperson cannot attend or chair the elections the Executive Director shall substitute and conduct the elections.*

iii. *The Nominating Committee shall operate in a manner as outlined in the By-Laws of Softball Bahamas.*

Constitution Committee

E. i. *The President shall appoint a Constitution Committee according to the conditions stated in Article 5, SectionC. This committee shall consist of at least three (3) members.*

ii. *The Constitution Committee shall meet at least thirty (30) days prior to the Annual General Meeting to consider proposed changes to the Constitution and By-Laws of the Association and to make recommendations to the general membership at the Annual General Meeting.*

iii. *The Constitution Committee shall accept proposed changes to the constitution and By-Laws of the Association up to forty (40) days prior to the opening date of the Annual General Meeting.*

iv. *The Constitution Committee shall inform all members of the Association of proposed changes to the Constitution and By-Laws not less than twenty-one (21) days prior to the opening of the Annual General Meeting.*

Advisory Committee

F. i. *the President shall appoint an Advisory Committee according to the*

conditions stated in Article 5, Section C.

ii. *the purpose of this Committee is to advise the President and Executive Committee on all matters related to the delivery and implementation of softball programs.*

iii. *the Committee shall consist of five (5) members with the president appointing the chair. A maximum of two (2) Board of Directors members is permitted to serve on this committee.*

Awards Committee

G. i. *The President shall appoint an Awards Committee according to the conditions stated in Article 5, Section C.*

ii. *The purpose of this committee is to acknowledge outstanding performances or contributions to the sport of softball over the past year or several years.*

iii. *The Executive Director shall be a member of the Awards Committee.*

iv. *In addition to the Chairperson, and Executive Director, the Awards Committee shall consist of two other members from either the Board of Directors or membership at large.*

v. *The Awards Committee shall operate in a manner as outlined in the By-Laws of Softball Bahamas.*

National Championship Committee

H. i. *The President shall appoint a National Championship Committee according to the conditions stated in Article 5, SectionC. This committee*

shall consist of at least three (3) members.

ii. *The President shall appoint a member of the Board of Directors to oversee a National Championship and to represent the interests of Softball Bahamas at each National Championship.*

iii. *The host Island shall appoint all members of the working committee unless otherwise specified in the By-Laws of Softball Bahamas.*

iv. *The National Championship (s) Director shall be a member of the Island Championship committee.*

v. *All Championship Committees shall operate in a manner as outlined in the By-Laws of Softball Bahamas.*

Coaching Certification Committee

I. i. *The President in accordance with Article 5, Section C shall appoint a Coaching Certification Committee.*

ii. *The coaching certification committee shall consist of the Island Coaching Co-ordinators, the Executive Director and one other member who may be a member at large.*

iii. *This committee shall implement and conduct Coaching Certification.*

Minor Committee

J. i. *the President in accordance with Article 5, Section C. shall appoint a Minor Committee.*

ii. *the purpose of this committee is to work with* Island Associations *to develop and deliver minor softball programs.*

iii. *the committee will have at least one (1) Minor Director from each of the affiliated Islands.*

Fast Pitch Pitching/Catching Committee (Skill Development)

K. i. *the President in accordance with Article 5, Section C. shall appoint a Fast Pitch Pitching/Catching Committee (Skill Development)*

ii. *the purpose of this committee is to work with* Island Associations *to develop and deliver Fast Pitch Pitching/Catching Programs (Skill Development).*

iii. *the committee will have at least one (1) representative from each of the affiliated Islands.*

Senior Fast Pitch

L i. *the President in accordance with Article 5, Section C. shall appoint a Senior Fast Pitch Committee.*

ii. *the purpose of this committee is to work with* Island Associations *to develop and deliver Senior Fast Pitch.*

iii. *the committee will have at least one (1) representative from each of the affiliated Islands.*

Senior Slo Pitch Committee

M. i. *the President in accordance with Article 5, Section C. shall appoint a Senior Slo Pitch Committee.*

ii. *the purpose of this committee is to work with* Island Associations *to develop and deliver Senior Slo Pitch.*

iii. *the committee will have at least one (1) representative from each of the affiliated Islands.*

ARTICLE 11 MEETINGS

i. *Softball Bahamas shall in a manner provided by the By-Laws hold an Annual General Meeting in each calendar year, and such other meetings as are required shall be called by the Board of Directors.*

ii. *The Board of Directors may call an extraordinary general meeting of Softball Bahamas to be convened not earlier than twenty-one (21) days after the notice for calling such a meeting has been given.*

iii. *The President shall in a manner provided by the By-Laws hold an Annual Meeting of the Board of Directors in each calendar year, and such other meetings as are required shall be called by the President.*

iv. *The Annual Meeting of Softball Bahamas shall be held as soon as possible after the end of the financial year and in any case within sixty (60) days thereafter.*

v. *The site of the Annual General Meeting shall be determined by the Board of Directors.*

vi. Each Island Association will be permitted two (2) delegates with one (1) vote each. *No proxy votes are permitted* in the event an Association is represented by only one (1) delegate.

vi. The Board of Directors are each permitted one (1) vote.

viii. *All Past Presidents including the immediate Past President are not*

entitled to voting privileges.

ix. A quorum shall be a simple majority of the member Island Associations.

ARTICLE 12 FINANCIAL YEAR

i. The Financial Year of Softball Bahamas shall be one (1) calendar year commencing 1st, January and ending 31st December.

ARTICLE 13 SUBSCRIPTIONS

i. Each member Association shall pay such annual dues as shall be fixed by the Executive Committee of the Federation.

ii. The fees are to be in the hands of the Treasurer within *two (2) calendar months* after notification in writing that such fees are due. Any member organization whose fees remain unpaid at the expiration of such time shall cease to be a member of the Federation. Any such organization shall only be eligible for reaffiliation on the payment of a penalty of *two hundred dollars ($200.00)*, in addition to the Annual Subscription Fee. Letters must be sent by registered mail.

ARTICLE 14 CONSTITUTION

1. Any amendments to this constitution shall require a majority of two-thirds (2/3) of the votes cast in respect of the relevant section, provided a copy of the Amendment should have been presented to the Secretary at least one (1) calendar month prior to the meeting and each Island Association notified of such proposed amendment at least two (2) weeks prior to such meeting.

2. *Softball Bahamas* shall from time to time adopt By - Laws and a Technical Code not consistent with the Constitution embodying additional provisions for the government of *softball*, which may be amended in accordance with the provisions contained therein.

ARTICLE 15 TEAMS TRAVELLING OUTSIDE THE BAHAMAS

i. Teams traveling abroad, (outside The Bahamas) *shall inform Softball Bahamas* of their intentions *and have prior approval from their respective Island Association.*

ARTICLE 16 HONOURARY MEMBERS:

i. The Executive Committee shall have the powers to select as Honorary Member/s any persons it shall consider to have been an asset in the promotion of softball and *Softball Bahamas.*

iii. Such Honorary Members are not entitled to voting privileges.

SOFTBALL BAHAMAS BY-LAWS AND TECHNICAL CODE

ARTICLE I

These By-Laws/Technical Codes may be amended during any General Meeting where a quorum is present or at an Executive Meeting with ratification at the next General Meeting.

ARTICLE II

Unless herein noted, play in *Softball Bahamas* sanctioned games will be governed by the Playing Rules of the International Softball Federation.

POLITICAL NEUTRALITY

2:01: Softball Bahamas shall not engage in political activity nor will it affiliate in any way with any political party or group.

2:02: The Association shall not use, vote or allot any funds for the purpose of supporting any political party or candidate.

2:03: The Association in awarding membership shall not show preference for or discriminate against any individual or group of individuals based on political affiliation, sex, race or religion.

MEMBERSHIP ELIGIBILITY

3:01: Applications for membership shall be made to the National Office of Softball Bahamas and the Board of Directors may in its absolute discretion approve or refuse the application of any Island Association for membership unless all teams in such league are members of the Island Association.

ARTICLE III FINANCE

The Annual Dues to Softball Bahamas for each member Association shall be:

a) *$500.00 (five hundred dollars) per affiliated Association.*

b) Affiliation Fees are due no later than April 15 of each year.

c) (New Affiliates) In addition to the above each new member shall pay an additional new member *one time* fee of $100.00.

ARTICLE IV INSURANCE

Softball Bahamas shall ensure that proper insurance is provided for all members registered with a respective Association. Failure to provide proof of insurance could render players ineligible for national/international *Championships*.

ARTICLE V ELIGIBILITY

(a) Player selection to any *Softball Bahamas* sanctioned National *Championships* or Bahamas teams for International *Championships* shall be limited to those persons who are citizens, born or naturalized, of the Bahamas.

(b) An individual shall cease to be eligible to compete in *Softball Bahamas* should he/she be found guilty of any violation of the ISF eligibility code. (Article 14, ISF Code).

i By competing for payment received, in money or kind, or for material advantages or benefits.

ii By taking part in any competition or exhibition with anyone who, in his/her knowledge, is not an amateur according to the rules of *Softball Bahamas*, except in *Softball Bahamas* sanctioned competition.

iii By acceptance of reimbursement for board or traveling expenses in excess of the justified amount by which the softball player is actually out of pocket.

iv By realizing or otherwise turning into cash any prize won in softball. By capitalizing on his or her athletic fame.

v By accepting, directly or indirectly, any payment for consideration for loss of time or wages in attending or training for any softball competition. *Exception*: In Olympic *and other International competitions,* when a competitor can prove that his/her dependents are suffering hardships because of his/her loss of salary or wages while attending the Olympic Games or International competition. His/her National Olympic Committee or *Softball Bahamas* may make a contribution to those dependents, but under no circumstances may it exceed the sum, which he/she would have earned during his/her actual period of absence, which in turn must not exceed thirty (30) days.

vi By competing under a name other than his/her own.

vii Softball players of *Softball Bahamas* may not compete against softball players of any country not so affiliated where there is already a body governing the game of softball. Violation of this rule will result with players being declared ineligible to participate in any competition sanctioned by *Softball Bahamas*, up to and including World Championship play, Pan American Games and other regional games.

viii An athlete wishing to participate in international amateur softball competition must be a citizen, born or naturalized, in the country or territory for which he/she wishes to compete.

c) no player will be allowed to compete in more than two (2) affiliated associations within the same year.

d) *a* player convicted on any type of drug possession charges will be ineligible for National or International competition.

e) any player, who previously held professional status in sports and would wish *Softball Bahamas* to re-establish his/her amateur status in softball, must first make application to *Softball Bahamas* through the Island Association in which he desires to play. Such application must satisfy the Softball Bahamas that a genuine professional contract no longer exist and there is no, likelihood that the applicant would be returning to the professional ranks. Such a player must have been inactive in professional circles for a least one (1) year.

ARTICLE VI NATIONAL CHAMPIONSHIPS FORMAT

Section I--ALL-STAR *CHAMPIONSHIP* (*SENIOR* MEN/WOMEN)

a) Only all-star teams representing players from the registered teams in an Island Association will be allowed to compete.

b) The all-star format will be round robin with the top two teams playing for the Championship in both the Men and Ladies Divisions in one (1) game

knockout. In the event of weather delaying the completion of the *Championship*, the team/s with the best record will be declared the winner.

c) Team rosters shall be limited to 21, Manager and Coaches included. All Associations will be allowed as a part of its contingent, one (1) Association Officer and one (1) Softball Bahamas Certified Umpire. Total contingent, involving two teams, shall not exceed 44. In no instance will an Association be allowed to utilize spots available because of unfilled rosters.

Section II--NATIONAL CHAMPIONSHIPS (Senior Men/Women)

a) Eligibility for the National Championships shall be limited to that team declared as the Champions of their respective Island Associations in both Ladies and Men's Divisions. *Two (2) pick-up players from the Island Association will be allowed.* Only those players who compete with the team in question in its Association's regular season and championship playoffs will be eligible for the Nationals Championships.

b) The format for the *Softball Bahamas* Nationals will be round robin during the initial weekend of play. This will be followed by a Championship series between the two top teams from the round robin played over one weekend in the best of five (5) series.

c) *Softball Bahamas* requirements with regards to team and Association contingents shall be the same as that for the all-star *Championship*

d) In the event weather forces incompletion of :

1) The Round Robin segment of the National *Championship*, the top two teams with the best overall records will advance to the championship round in each division. The tie breaker system will be used to determine the top two teams if necessary.

2) The Championship round of the National *Championship*, first weekend, the series will be reduced from the best four (4) of seven (7) to the best three (3) of five (5) series and will continue on the following weekend at the next scheduled site. If weather prohibits that start of the *Championship*, then it will be delayed a week and begin according to schedule.

   If weather affects play during the finals then the team with the best record will be declared the winner. In the event the series is deadlocked, then joint winners will be declared.

SOFTBALL BAHAMAS NATIONAL CHAMPIONSHIPS: MINOR

a) Eligibility for the National Championships shall be limited to that team declared as the Champions of their respective Island Associations in both girls and boys divisions. *Two (2) pick-up players from the Island Association will be allowed.* Only those players who compete with the team in question in its Association's regular season and championship playoffs will be eligible for the Nationals Championships.

b) The format for the *Softball Bahamas* Nationals will be round robin.

c) *Softball Bahamas* requirements with regards to team and Association contingents shall be the same as that for the all-star *Championship*

d) In the event weather forces incompletion of :

The Round Robin segment of the National *Championship*, the top two teams with the best overall records will advance to the championship round in each division. The tie breaker system will be used to determine the top two teams if necessary.

If weather affects play during the finals then the team with the best record will be declared the winner. In the event the series is deadlocked, then joint winners will be declared.

Only Softball Bahamas certified umpires will be involved in calling National Championships and this will be by invitation only.

SOFTBALL BAHAMAS CODE OF CONDUCT

FOR NATIONAL TEAM PLAYERS

AND PERSONS TRYING OUT FOR NATIONAL TEAMS

In an effort to address concerns emanating from persons being considered for and/or selected to National Teams, *Softball Bahamas* has adopted this Code of conduct and National Team Policy to be effective immediately. The National Team Manager will meet with all players being replaced or being cut from the workout squad, and indicate the reason why.

PLEASE NOTE THE FOLLOWING:

1) Persons presently named to National Teams, and others to be named in the future, should take note that his/her position will be evaluated following each *Championship*, and during all scheduled workouts prior to a *Championship*. Where it is deemed necessary to replace a player/s, with or without cause, players effected will be so advised by the National Team Manager.

2) Players should be aware that matters on and off the softball diamond could be cause for being replaced as a National Team Player or dropped form the workout squad. Any matters which are deemed to be such that they can disrupt team harmony, unity, discipline, chemistry, practice, or that which can erode the confidence of other team members etc., can be regarded as cause for not being named to or replaced on an national team.

3) Persons convicted of a drug offense, or any criminal act, or awaiting trial on the same, are subject to being replaced on a national team, or not being named to a National Team.

4) While away representing The Bahamas, any person/s found guilty of theft, fighting, illicit behavior, unauthorized absence, drinking of alcoholic beverage while the competition is still underway, or guilty of any act that in the opinion of the Team Manager, Business Manager, and/or Chief de Mission, is unbecoming an Ambassador of the Bahamas, or any act that has the intent to disrupt the contingent, such person/s shall be subject to immediate disciplinary action. Persons not adhering to any schedule,

curfew, or policy set by the National Team Manager could also be cause for disciplinary action.

5) Prior to departing to represent The Bahamas, any person/s deemed guilty of theft, fighting, illicit behavior, unauthorized absence, attending practice under the influence of alcohol, or consuming alcohol during practice, or guilty of any act that in the opinion of the Team Manager, Team Coaches, or any *Softball Bahamas* Officer, is unbecoming a potential Ambassador of The Bahamas, or any act that has the intent to disrupt the contingent, such person/s shall be subject to immediate disciplinary action.

6) Players shall only solicit funds to assist National Team Expenses through their respective Island Association or Softball Bahamas. He/she shall ensure that all such funds are directed to the proper body and the donor properly identified. Failure to properly report all funds solicited and to ensure the proper accounting of the same with one of the aforementioned bodies, could result in disciplinary action against the named player/s.

7) Players will be advised prior to being selected to a team, the dates of departure and return. Players not being able to commit to the dates should so indicate as early as possible. Departure from and return to The Bahamas would be as a team. No individual/s will be allowed early departure in the event the team completes play early, unless for extenuating circumstances.

8) Players should ensure that they secure the needed time-off from his/her job in order to make the trip. While *Softball Bahamas* will assist with letters to employers, the employer has the last word on any leave of absence afforded a player. Players should be satisfied with the position of their employer before committing to travel with the National Team.

9) Players must ensure that his/her travel documents are in order and that their proper (official) name is used.

10) All players on a workout squad must consent to any program on physical conditioning put in place by the coaching staff. Failure to adhere to these programs and the like could result in players not continuing in the programs. Additionally, player must take seriously the matter of attendance at scheduled workouts, which are mandatory.

TECHNICAL PROCEDURES & GROUND RULES

SOFTBALL COMPETITION TECHNICAL PROCEDURES AND PLAYING RULES

BATTING HELMETS

Approved Batting Helmets are mandatory while batting and base running.

CATCHER'S EQUIPMENT

All catchers must wear a catcher's mask/chest protector/shin guards/ & helmets. All catcher's masks must have protective throat piece or guard attached.

COMPLETION OF GAME

All games will be ninety (90) minutes or seven (7) innings, except when the ten (10) run rule is in effect. The umpire will effect the mercy rule if one team leads by fifteen (15) or more runs after three (3) innings.)

TIE-BREAKER RULE

The ISF tie breaker Rule will be in effect.

CHOICE OF DUGOUT/INNING

For Round-Robin Play, Manager/Coach will report to Umpire-in-Chief and/or his Assistant at least 30 minutes prior to the start of the game to decide on the dugout and innings by a flip of the coin.

For Championship Play, Manager/Coach will report to Umpire-in-Chief and/or his assistant at least 30 minutes prior to start of the first game to decide on dugout/inning by a slip of the coin. Teams will then alternate home dugout for each game thereafter.

PROTEST

A Standing Protest Committee must settle all protests on the playing field. No protest will be considered following the completion of the game, or on a judgment call. Protests on eligibility or other non-playing rules will be handles by the Standing Committee together with Executive Members appointed by the President.

TEAM PRACTICE

Prior to their first game, teams scheduled to play will be given five (5) minutes practice on the diamond on which they are scheduled to play, unless conditions prevent such practice on diamonds, or of the *Championship* is behind schedule.

BATS CHECKED

Each Team must have bats checked by the Umpires prior to the start of their first game and thereafter, if necessary, in the *Championship*. All bats must conform to the I.S.F. Playing Rules - RULES 3, SEC. 2B
Bats made of or containing Timeyal or Teledyne (Titanium Alloy) will not be allowed.

EQUIPMENT ON GROUND

This will be the responsibility of the team. Umpires should see that no equipment is left in any way that would obstruct playing of the game or present a hazard to the players or umpires.

PROTOCOL

The *Softball Bahamas* President shall appoint one of the Executive *Committee* members present to be the Softball Bahamas Official in charge of the competition. This person, in conjunction with the *President or Designated* Appointee, shall interpret *Softball Bahamas* policy for the duration of the Championship.

EJECTION FROM GAME

Any player ejected from a game for unsportsmanship like conduct shall have to sit out the next game his team plays at any point in the competition.

DISPUTED PLAYS

Team manager or Head coach may consult game officials. All others must be kept out of the discussion.

ALTERED BATS

n addition, to being called out for entering the batter's box with an altered bat, the player will also be ejected from the game.

RAIN

When a game is temporarily delayed due to rain, teams must remain until released by the Umpire-In-Chief. The Softball Bahamas Technical Committee will determine the re-scheduling of any games.

PLAYER'S INTRODUCTIONS

All players will be introduced prior to their first games. This will occur after the Manager's meeting with the Umpires. As his/her name is called, the player should line up at home plate and other team members will follow along the foul line to the first or third base.

UNIFORMS

All uniforms must be alike in color, trim and style. All male players, except the Catcher, who should wear a Catcher's Helmet, must wear CAPS.

NOTE: Caps are optional for Female players. They can wear caps, visors, or headbands, but they cannot be mixed.

SUBSTITUTES

Substitute players must be on Line-up Sheet at all times.

ROSTER

Roster is limited to 18 players, two coaches, and one Manager, (21). Player Manager/Coaches shall be included as a part of the 18 players. (NOTE: for Bahamas Games Ministry of Sports will set the Roster numbers.)

INFECTIOUS DISEASE POLICY

During all Softball Bahamas sanctioned events, the attached "Infectious Disease Policy", or "Blood Ruling" will be in effect.

Please note that: If *a player is injured and blood is on a player's uniform, the uniform* MUST *be changed after the bleeding has been stopped. If the bleeding continues the player* MUST *be removed from the game until the bleeding stops. This substitution will not be charged if the player returns to the game by the end of the following inning. It is strongly advised that teams bring extra uniforms in all sizes in order to expedite any change that is required. Velcro numbers should be available to attach to the jersey back.*

PREGANCY POLICY

Where a female player is deemed to be pregnant, she will not be allowed to participate or continue further in any *Softball Bahamas* sanctioned event.

ALCOHOL/SMOKING/SWEARING

No player will be allowed to enter the field and/or continue in a game if deemed to be under the influence of alcohol or using alcohol. No smoking or drinking of alcohol will be allowed in the dugouts or on the field. A player using profane language or swearing will be ejected from game and dugout. If any of the above acts occur in the stands at the park, *the* player will be asked to leave the stadium or site of play.

GAME DELAYS RULE 6, SEC 2F

The pitcher has 20 seconds to release the next pitch after receiving the ball and after the Umpire indicates 'Play Ball'.

RULE 6, SEC 9H

At the beginning of each half inning, or when a pitcher relieves another, not more than one minute may be used to deliver no more than teammates. This does not apply the Umpire delays the start or resumption of play due to a substitution, conference, injury, etc. NOTE: A pitcher returning to pitch in the same half inning will not be entitled to any warm-up pitches.

CHAPTER 7

Technical Skills Clinic: Fast Pitch Pitching

During my internship placement in the Bahamas, I held a number of fast pitch pitching clinics. These clinics were attended by grade school players, senior players and national team players. The clinics covered the following topics pertaining to fast pitch pitching.

1. MECHANICS
    - STANCE
    - STRIDE
    - FOLLOWTHROUGH
    - ARM ACTION
    - HIP ACTION
2. WARM-UP
    - PHYSICAL & PSYCHOLOGICAL
    - DRESS
    - DISTANCE
    - DIRECTION
    - MOUND, PLATE, BALL
3. MAJOR PITCHER ASSETS

    (A) CONTROL - COMPONENTS

    - PRESENT LEVEL

    - MINIMUM NEEDS

- LEVEL TO ACHIEVE

PRACTICE TECHNIQUES TO ACCELERATE THE DEVELOPMENT OF CONTROL

(B) BASIC PITCHES - DROP

- RISE

- CURVE

- KNUCKLE

- CHANGE-UP

- CHANGE OF SPEED

(C) SPEED

4. PITCHER'S CONDITIONING

5. PITCHING PRACTICE SESSIONS

6. PITCHING STRATEGIES, PATTERNS AND TACTICS

7. BATTING WEAKNESSES

8. PSYCHOLOGICAL ASECTS OF PITCHING

9. RECOGNIZING AND SOLVING PITCHING PROBLEMS

10. WINTER AND SPRING TRAINING

For a summary of the clinics refer to Table 6.1.

CHAPTER 8

Conclusion

Presenting a strategic plan is like coaching third base and giving signs to the batter. You can send all the signals you like, but it is ultimately how the batter performs that truly counts. This report takes the lead off person all the way to third base. Now the batter at the plate (Softball Bahamas and the Island Associations) has the opportunity to bring the runner home by putting the ball in play.

In order to put the ball in play, I suggest that the present Bahamas Softball Federation Board of Directors take time to digest this review of the delivery of softball in the Bahamas, the strategic plan, the proposed constitution and skills clinic report. I am prepared to present this document to the Board if it would help explain the rationale and new direction for such a broad scope of changes.

The next step would logically seem to provide a time period for the various Island Associations to review the information. Once all parties have had adequate time to become acquainted with the direction and content, the Bahamas Softball Federation should hold it's Annual General Meeting and begin the process of implementing the Launch Priorities that the delegates agree on.

I will be discussing this report with Ms. Marguerite Grant, Chair of the International Softball Federation Development Program and Mr. Dale McMann International Softball Federation Northern Vice-President and Softball Canada President. In order for this new plan to have any measure of success, it is important that Softball Bahamas request the assistance that will be required to Launch each Priority. The

International Softball Federation Development Program will need to provide Human Resources, Material Resources, and Financial Resources. This can only be accomplished in a cost-effective way, provided that Softball Bahamas is prepared to Launch Forward in a systematic, organized decentralized manner. The Bahamas Softball Federation and the Island Associations must demonstrate that they are committed to changing one's thinking on their roles and responsibilities for the administration and delivery of softball. The way it is, can be no longer the accepted norm.

As the morning sun rises up over the Islands, I feel confident that Softball Bahamas has the correct Launch Pattern. *The time is right for Softball Bahamas and the* Island Associations to "Launch Forward with the Rising Sun".

Thank you for allowing me to follow my dream.

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Appendices

Appendix A

P. O. Box 11
Holyrood, Nf.
Canada
May 09, 1999

Dr. Basil Kavanagh
Chair of Graduate Studies Committee
School of Physical Education, Recreation and Athletics
Memorial University of Newfoundland
St. John's
Newfoundland
A1C 5S7

Re: Internship Proposal

Dear Dr. Kavanagh:

The following comprises my internship proposal.

Softball Canada and the International Softball Federation approached me in December of 1998 inquiring if I would be interested in going to Greece during my internship to help develop the administrative and programming required for softball at the 2004 Olympic Games in Athens. The International Softball Federation had been hoping that the Softball Federation of Greece would be in a position to obtain my services as of May 01 but it now looks like Greece will not be ready to host a softball sports administrator until early this fall.

This time line doesn't coincide with my program plan for the Master of Physical Education. I have been approved for education leave for the period May and June and by combining this time with my vacation time in July and August, I would like to complete an internship program from May to August. In April, I asked Softball Canada and the International Softball Federation if they would require my services in any other affiliated country during this time period. Softball Canada has indicated to me, that there are a number of countries (Bermuda, Bahamas, Anguilla and England) that they are working with, but it will be later this week or next before a final decision is made.

Please consider this letter as my request for approval to commence an internship program for the completion of the Degree of Master of Physical Education at one or both of the following two softball administrative sites:

(1) Softball Newfoundland and Labrador, the sports governing body responsible for the organizing and administration of softball in our province.

(2) Softball Canada and the International Softball Federation, the national and international administrating bodies for softball.

In order for me to begin this internship program, I am requesting that the Graduate Studies Committee approve a placement for me to commence immediately with Softball Newfoundland and Labrador. If an international assignment arises in the next week or two, I would also like approval to continue on with my internship program at that level.

Throughout my graduate program, I have been researching many aspects of softball for Softball Newfoundland and Labrador, Softball Canada and the International Softball Federation. Some of my major works are as follows:

A. *So You Want To Host an International Sporting Event.*

B. *Sport Tourism: The Impact of National and International Softball Championships on the City of St. John's, Newfoundland and Labrador.*

C. *The National Coaching Certification program and Softball Newfoundland and Labrador - Why It Isn't Working?*

D. *The Need to Develop an Economic Model to Study the Impact of National and International Sporting Events.*

E. *Towards 2000: Developing a Strategic Plan for Softball Newfoundland and Labrador.*

F. *Fast Pitch Softball: An Investigative Study of the Decline of Fast Pitch in the Province of Newfoundland and Labrador - a Research Proposal.*

Recently, as a follow up to the program work for Physical Education 6110, that I completed last summer, I was able to have a new 5 year strategic plan "Hitting Our Targets Better" developed for Softball Newfoundland and Labrador. The Board of Directors and delegates approved this plan at the annual general meeting on April 23. The Board will be meeting again on May 12 to decide on which initiatives to implement for this coming year.

The President of Softball Newfoundland and Labrador Ivan Hapgood has approved an internship placement for me. I will be responsible for a number of the new strategic initiatives. I would be working out of the provincial office located in Caribou Complex in Pleasantville under the leadership of the Board of Directors and Troy Croft, newly appointed Technical Director and Shirley Fitzgerald, Office Administrator. My hours of work and specific responsibilities will be decided at the May 12 meeting.

For an International placement I have indicated to Softball Canada and the International Softball Federation, that I am prepared and competent in working with a host country on the following aspects of softball:

A. The first priority is to complete an evaluation of the present status of the delivery of softball in the participating country. I am prepared to complete this evaluation and help their Federation develop a strategic plan. I would gather the necessary information during my time there and complete the plan back home. It would be ready for presentation in early fall.

B. I am prepared to assist the Softball Federation to develop or improve the following:

- A Board of Directors for the organization, administration and implementation of softball.
- A Constitution and By laws.
- A Staff to deliver the day to day organization, administration and implementation.
- A number of necessary Standing Committees.
- The softball facilities.
- A positive image for the growth of softball by creating an awareness of the game in terms of rules and skill.
- The recruitment of umpires, coaches, players and volunteers.
- The National Olympic Team Program.
- A feeder system for the National Olympic Team Program.
- Corporate Sponsor Strategies.
- Key Strategic Partnerships.
- A lobby group for improved dialogue with the respective government and sport ministry.
- A coaching and umpiring program.
- A fast pitch pitching development program.

- A product line.
- A web site and e-mail capacity.
- Communication with the International Softball Federation.
- Communication with the other countries in the North American Region.
- Public recognition for participants and their accomplishments.
- Awareness of the game through the school system.
- The promotion of guides, books, videos etc that are presently available, especially at Softball Canada and A.S.A. Levels.
- A hosting structure to host local, regional or international tournaments.
- Other areas that the I.S.F. and/or Softball Canada may require.

It would be up to the Softball Federation of the participating country to decide on the area or areas that they require assistance. I could help them in this process if it was desired.

Softball Newfoundland and Labrador is fully aware and supportive of the ongoing negotiations with Softball Canada and the International Softball Federation. They have agreed that if a suitable placement is secured at the International Level, that they will support the initiative.

I am prepared to abide by all the conditions for the internship program. I am available to discuss this placement and all aspects of concern(s). I can be reached at (709) 749 7083 H.

Thank you for your cooperation in this matter.

Sincerely,

Gary Corbett

Appendix B

P O. Box 11
Holyrood, Newfoundland
Canada
September 30, 1999

Dr. Basil Kavanagh
Chair of Graduate Studies Committee
School of Physical Education, Recreation and Athletics
Memorial University of Newfoundland
St. John's, Newfoundland
A1C 5S7

Re: Internship Report

Dear Dr. Kavanagh:

Enclosed, please find my report on the Internship Placement for the period May 10, 1999 to August 23, 1999. As I indicated in my letter of May 09, 1999 (copy included with report) to the School of Graduate Studies, I requested permission to complete my internship with two (2) softball administrations.

The first involved approximately a ten (10) week placement working with Softball Newfoundland and Labrador at their office located in Caribou Complex, St. John's. The second involved approximately six (6) weeks with the Bahamas Softball Federation in the Bahamas.

In my internship with Softball Newfoundland and Labrador I was responsible for the following projects:

- To develop a new revised constitution reflecting the policy changes made since the last review was undertaken in 1994.
- To incorporate the new strategic plan that was approved in April 1999 "*Hitting Our Targets Better*" into the constitution.
- To write responsibilities for all Directors under the newly adopted Board restructure.
- Revise and rewrite the By-Laws of the Association.
- Design, write and implement a new minor softball booklet. Titled "Let's All Play.... Have Fun", this document was approved by the Board in late June and forwarded out to minor associations during the first week of July.

At Softball Newfoundland and Labrador, I was involved in the regular day to day operation. As this was the first softball season for the new strategic plan, I worked with the Board of Directors and the paid staff on implementing the required changes prior to the season's start.

I also reviewed the latest softball resources available internationally and brought in the ones that I felt would enhance the delivery of softball in our province.

Softball Canada had sent a number of questionnaires to Softball Newfoundland and Labrador for input. I was asked to complete two (2) of these: *Review of the Coaching Program and a Review of the Canadian FastPitch Championships.*

In the internship component with the Bahamas Softball Federation, I had the following responsibilities:

- Review the delivery of softball throughout the six (6) Islands that are affiliated with the Bahamas Softball Federation.
- Develop a strategic plan from the findings in my review.
- Provide technical skill clinics throughout the Islands.
- Provide technical and administrative support to the Island Associations and the Federation.

From July 17 to August 22, 1999 I worked with the Bahamas Softball Federation. This component of my internship was a joint venture involving, Softball Newfoundland and Labrador, Softball Canada, the International Softball Federation and the Bahamas Softball Federation. One of the projects that the International Softball Federation undertakes is helping countries improve their level of softball. The Bahamas Softball Federation had requested assistance and arrangements where made for me to visit their country for an extended period of time.

During my visit, I had the opportunity to spend time on the following Islands:

- New Providence (Nassau)
- Grand Bahamas (Freeport)
- Eleuthera
  Abaco
- Long Island

I was supposed to visit the Island of Exuma but it couldn't be arranged.
Visiting the Bahamas for this component of my internship proved to be a success beyond any of my thoughts and dreams. My experience in softball as a player, coach, and administrator together with the formalized training I received from the School of Physical

Education, Recreation and Athletics equipped me with the skills required for a successful experience.

All the Islands media - television, radio and print provided me opportunities to promote my visit from a technical and administrative point of view. Everywhere I traveled, I was treated as a visiting dignitary and people were eager to provide me the information I needed for the review.

In order to undertake a review of the Bahamas softball, I held approximately forty (40) meetings and discussions with key stakeholders. In order to identify these key stakeholders, I made certain that I obtained the names of the people who are no longer involved in softball, and as well the present day group. When I arrived on the Island, I would make arrangements to contact these people.

I made a concerted effort to speak to a number of players, retired players, coaches, retired coaches, high school students, physical education teachers, school principals, association executives, Ministry officials, umpires and sponsors. In addition, if anyone wished to speak with me, the opportunity was provided.

My reports for Softball Newfoundland will be presented to the Board of Directors in an upcoming November meeting. My report for the Bahamas Softball Federation has to be presented to Softball Canada and the International Softball Federation on November 11. Following their approval, a copy will be forwarded to President Gregory Christie of the Bahamas Softball Federation and the Ministry of Sports for Bahamas. Mr. Christie has requested that I present the report myself to the Federation Directors at their annual meeting in January. This will be an important process if the Federation is going to secure the support of the Island Associations as the 2000 softball season approaches.

This internship opportunity, especially the Bahamas segment, while fulfilling my requirements for the Master of Physical Education is one that you could only dream about. Because of its success, the Chair for International Programs has requested my assistance in similar types of projects in other countries around the world.

In conclusion, I hope that the various reports that I have put together will fulfill the requirements for the internship program and the completion of this Masters of Physical Education Program. I want to thank you Dr. Kavanagh for you guidance, support and understanding throughout this program.

Thank you for all of your efforts.

Sincerely,

Gary Corbett

Appendix C

Internship Itinerary

May 10-14	Softball Newfoundland and Labrador - researched, board meetings and annual meetings for Constitutional and By-Laws information. Completed Softball Canada questionnaire re Canadian Fast Pitch Championships.
May 17-21	Softball Newfoundland and Labrador - revising Constitution, completed questionnaire Softball Canada Coaching review.
May 24-28	Revised Softball Newfoundland and Labrador By-Laws, reviewed Minor Rules, attended board meeting.
May 30- June 04	Researched St. John's Minor Soccer Association Constitution, researched Softball Canada Constitution, and completed revisions to the Softball Newfoundland and Labrador Constitution.
June 07-11	Researched material for "Let's All Play... Have Fun" booklet, completed review of Minor Softball Rules, continued revisions to Softball Newfoundland and Labrador By-Laws, worked on strategic plan - target priorities.
June 21-24	Completed a revision to By-Laws, continued "Let's All Play... Have Fun" booklet, met with Softball Newfoundland and Labrador President on the Constitutional revisions, reviewed Softball Newfoundland and Labrador resources, ordered new resources.
June 28-July 02	Completed and distributed "Let's All Play... Have Fun" booklet, completed By-Laws, met with President to discuss By-Laws revisions, worked with Technical Director on skills clinics across the province for the summer.
July 05-09	Developed resource packages to take to Bahamas, researched history of the Bahamas, reviewed personal clinic lessons, and researched sports psychology aspects.
July 12-16	Completed the Softball Newfoundland and Labrador portion of the internship, prepared to leave for the Bahamas.
July 17	Arrived in Nassau, New Providence met by the President Gregory Christie of the Bahamas Softball Federation. Take up residence in the El Greco Hotel downtown Nassau. Attended a family celebration at Christie's.

July 18	Breakfast meeting with President Christie. Reviewed my responsibilites and the needs of the Bahamas Softball Federation. Met several of the key softball stakeholders in Nassau - Burkette Dorsette, Stephen Coakley, Orio Wood, Colin Knowles
July 19	Attended the Bahamas Softball Federation National Team Practices in preparation for the Pan American Games. Reviewed the teams and held discussions with several of the coaches, managers and players, set up meetings with New Providence Softball Association members.
July 20	Held my first two (2) technical skills clinics at Nassau Softball Stadium, spoke to Summer Sports Camp participants about my visit, attended Senior ladies and men's games and did a review for coaches. Held interview with Bahamas Cable television.
July 21	Held three (3) technical clinics. First two (2) were with the summer sports camp participants 5 to 18 years old. Held night clinic for senior ladies. Held night meting at the Water's Edge dining room - Atlantis Convention and Casino Hotel on Paradise Island. Treated to a fantastic meal.
July 22	Decoded information from previous day taped meetings. Held a ladies clinic at National Stadium viewed ladies and men's senior league games and made notes on strengths and weaknesses. Held discussions with Arthur Thompson, Bahamas Softball Federation Umpire in Chief, Godfrey Burnside, Stephen Coakley and Gary Johnson
July 23	Worked on putting headings to my report. Continued to decode information from taped interviews. Held one (1) clinic and attended National Men's team barbecue. Met Erica Williams from Exuma. Held discussions with many of the players and wives/girlfriends. Held discussions with retired top pitcher Richard Johnson.
July 24	Lunch meeting with Romell (Fish) Knowles, Colin Knowles and Richard Johnson. Tour of Nassau and Paradise Island. Watched the Nassau Modified pitch league in action. Visited the Nassau slo-pitch leagues facility and watched a game. Watched all-star games at National Stadium. Met Rudy Evans -BSF treasurer.
July 25	Free Day - Swimming and walking the beaches.

July 26	Depart Nassau for Freeport, Grand Bahamas. Met Steve Burrows, President of Grand Bahamas Amateur Softball Association at airport. Take up residence at the Silver Sands Hotel. Held interview with ZNS television. Meeting with Steven Burrows and Rudy Evans to discuss my visit to Grand Bahamas.
July 27	Two (2) clinics at St. Pauls Field in Freeport. Worked on report.
July 28	Two (2) clinics at St. Pauls Field in Freeport. Viewed senior men's and ladies games. Worked on report. Held discusions with Leonard Newton , Darryl Weir and Brian Neely.
July 29	Three (3) clinics at St. Paul's Field in Freeport. Held discussions with Wendall Deveaux and Vera Curtis.
July 30	Held two (2) clinics at St. Paul's Field in Freeport. Held discussion with Desmond Dean.
July 31	Free Day for the Beach
Aug. 1	Free Day for the Beach
Aug. 2	Tour of Grand Bahamas all the way to West end.
Aug. 3	Held two (2) clinics at St. Paul's Field in Freeport. Held meeting with Churchill Tener Knowles - former President of Bahamas Softball Federation and an International Softball Federation Hall of Famer.
Aug. 4	Held one(1) clinic at St. Paul's Field in morning and a coaches seminar in the evening at the Silver Sands Hotel.
Aug. 5	Depart Grand Bahamas for Eleuthera. Rudy Evans accompanied me to this Island.We were met at the airport by Physical Education teacher Tony Crean and brought to the beautiful "Unique Village Resort". Visited a local pub and met "Joe". An interesting character who seemed to be knowledgeable about softball throughout the Bahamas. We met with Tony to organize my visit.
Aug. 6	Held one (1) clinic in Governor's Harbour. Visited the Friday night fish fry activity. Met Kingsley Bethel, and a number of umpires.
Aug. 7	Canceled the three (3) scheduled clinics, as the organization wasn't in place to make them a reality. Held discussions with Dave

	McKlewhite and Douglas Smith. Held a lunch meeting with Greg Stuart, Tony Crean, Rudy Evans and Addison Cooper at the Unique Village resort. Had a tour of Eleuthera.
Aug. 8	Depart Eleuthera for Grand Bahamas. At evening, worked on report.
Aug. 9	Lunch meeting with Gregory Christie and Rudy Evans. We discuss the program up to this point and decide where to go next.
Aug. 10	Worked on mini report for Gregory Christie. Held one (1) clinic at St. Paul's Field in Freeport.
Aug. 11	Held two (2) clinics at St. Paul's Field in Freeport.
Aug. 12	Lunch meting with Gregory Christie and Rudy Evans to discuss the mini report. Evening meeting at Arthur Thompsons house.
Aug. 13	Depart Grand Bahamas for Abaco. Rudy Evans accompanies me. No one met us at airport. We rent a vehicle and checked into the Treasure Cay Marina Resort. Drove out to Marsh Harbour to discuss possibility of a clinic. Decided to hold clinics in Cooper's Town. Met Fred Cornish a National Team pitcher and discussed doing an evaluation of his strength and weakness. Held discussions with Cladius Henchell, Nigel Boodie and Michael Baillou.
Aug. 14	Held two (2) clinics in Cooper's Town. Evaluated Fred Cornish and suggested a program for him to follow .Held discussion with Michael Baillou.
Aug. 15	Depart Abaco for Nassau, New Providence. Rudy heads back to Grand Bahamas. Steven Coakley meets me and we have a breakfast meeting. Overnight in Nassau at Nassau Beach Hotel on Cable Beach.
Aug. 16	Depart for Long Island. Ted Miller meets me and we discuss my visit. Check in to the Stella Marris Hotel.
Aug. 17	Held one (1) clinic in Simms. Held discussions with Pedro Marcello, National team pitcher. Reviewed his strengths and weaknesses and put on program. Will review with him later this fall. Held discussions with, Elsine Thompson and Brenville Miller.

Aug. 18	Held one (1) clinic. Held discussions with David Harding. Toured the Island. Discussed Pedros Program and made resources available to him.
Aug. 19	Depart Long Island for Nassau. Gregory Christie met me at airport and I check into Nassau Beach Hotel again.
Aug. 20	Breakfast meeting with Gregory Christie. Evening meeting with the Federation members from Nassau. I gave a review of my thoughts and an indication of what my report will include.
Aug. 21	Free Day for the shopping and the beach.
Aug 22	Depart for home. Overnight in Halifax.
Aug. 23	Arrive back in St. John's at 10:40 A.M.

Appendix D

Resource People

During my visit to the Bahamas, it was important for me to hold discussions with a number of people. I thank all of the following for their cooperation in helping me understand the delivery of softball throughout the Bahamas.

New Providence:
Steven Coakley
Brian Christie
Burkette Dorsette
Colin Knowles
Orio Wood
Richard Johnson
Bobby "Baylor' Fernander
Godfrey Burnside
Gary Johnson
Marge Stuart
Livingston Parks
Romell (Fish) Knowles
Dawn Johnson
Sharon Starr

Grand Bahama:
Gregory Christie
Rudy Evans
Steve Burrows
Churchill Tener Knowles
Darryl Weir
Vera Curtis
Wendall Deveaux
Leonard Newton
Desmond Dean
Brian Neely
Wayne Smith
Arthur Thompson

Eleuthera:
Addison Cooper
Greg Stuart
A (Tony) Crean
Kingsley Bethel
A.J. Johnson
Arthur Turnquest
Dougie Smith
Dave McKlecwhite
Edward Bethel

Abaco:	
	Nigel Booti
	Michael Baillou
	Fred Cornish
Long Island:	
	Ted Miller
	Pedro Marcello
	Elsine Thompson
	Brenville Miller
	David Harding
Exuma:	Erica Williams

Appendix E

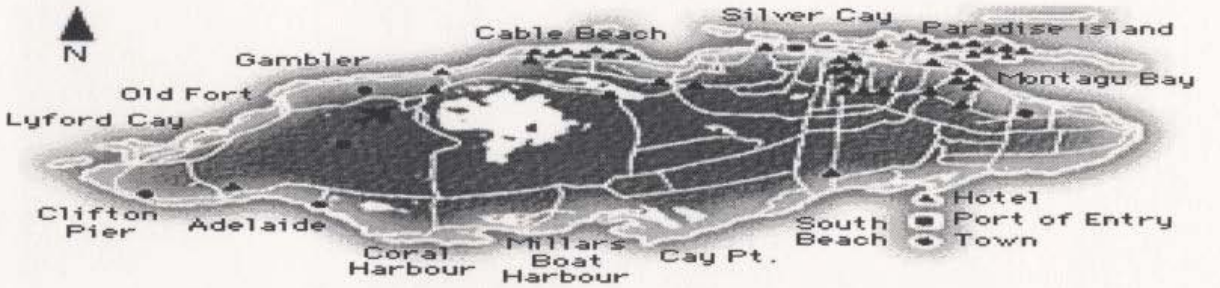


Figure 4.1: Geographic Map of New Providence

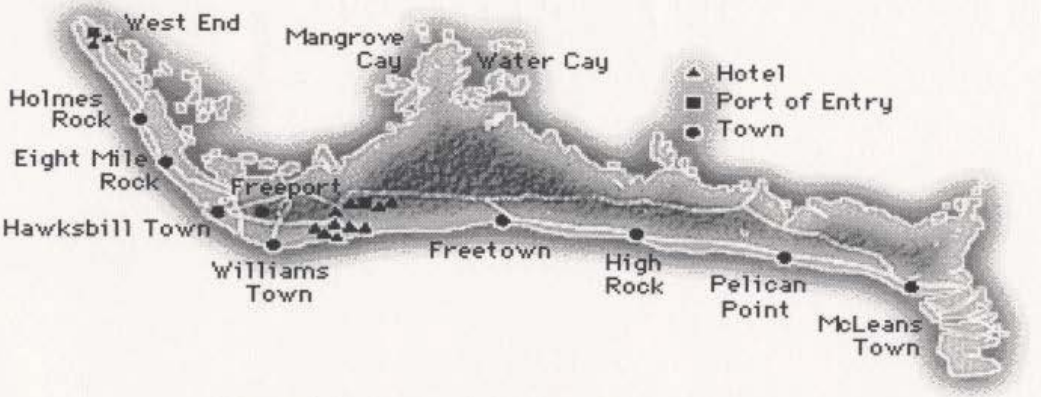


Figure 4.2: Geographic map of Grand Bahama



Figure 4.3: Geographic map of Eleuthra



Figure 4.4: Geographic map of Abaco



Figure 4.5: Geographic map of Exuma



Figure 4.6: Geographic map of Long Island

Appendix F

Questions?

Stakeholders were asked their opinion on these questions.

(1) Please identify the areas that the Bahamas Softball Federation is successful? Not successful?

(2) In your opinion, what has happened to the National Team Program?

(3) What is it like to be part of the Bahamas Softball Federation?

(4) What does the Bahamas Softball Federation need to do to improve?

(5) What is your explanation for fast pitch decreasing?

(6) Why are the slo-pitch and the modified pitch leagues not affiliated with the Bahamas Softball Federation?

(7) Why don't the Junior and High school softball programs affiliate with the Bahamas Softball Federation?

(8) What reasons exist for the lack of sponsorship with the Bahamas Softball Federation?

(9) What is your explanation for the lack of interest in the umpiring program? The coaching program? The fast pitch development program?

(9) Would you be willing to pay higher fees to the Bahamas Softball Federation for the improvement of the delivery of softball?

(10) What do you see as the most serious problem(s) facing the Bahamas Softball Federation today?

Appendix G

Key Stakeholders

The following comprise the key stakeholders.

- President of the Bahamas Softball Federation.
- Vice - Presidents and Directors of the Bahamas Softball Federation.
- Island Association Presidents and executive members.
- The Bahamas Softball Federation Umpire in Chief.
- Coaches of past National Teams.
- Past Presidents of the Bahamas Softball Federation.
- Bahamas Softball Federation sponsors.
- Retired National Team Players.
- Current National Team Players.
- Random sample of coaches, players and parents from each Island Association.
- Sport Division of the Ministry.

Appendix H

The Bahamas Strategic Plan Budget

Travel (St. John's to Nassau and return)	$ 2500.00 US
Inter island travel (air and land)	$ 2500.00 US
Accommodations	$ 3500.00 US
Meals	$ 1800.00 US
Softball Canada attire	$ 250.00 US
Total Expenses	$ 10,550.00US

Appendix I

Softball Canada
Material Resources

1999 SOFTBALL CANADA PROVINCIAL TERRITORIAL PUBLICATION LIST 1600 James Naismith Drive Gloucester, ON K1B 5N4 Ph: 613-749-5668 Fax: 613-748-5760 E-mail: info@softball.ca Internet: http://www.softball.ca
GENERAL
Softball From A to Zoo
How to Make a Tournament Draw
So you Want to Start a Softball League
Official Canadian Wheelchair Softball Rules
How to Play T-Ball
Newby Prints On the Bench ☐ At the Tee ☐ In the Field ☐
Newby Prints - set of three
MATERIALS
Line-Up Cards (NCR-Pad of 25)
Scorebooks (25 Games)
Team Registration Forms
COACHING DEVELOPMENT
Binder (color cover / spine / 3 tabs)
Level 1 Technical Manual (FP & SP) *
Level 2 Technical Manual *
Level 3 Technical Manual *
Level 1 Slo-Pitch Supplement
Getting Started in Softball *
DIAMOND RULES
Diamond Drill Program Binder (color cover / spine /tabs)
Hitting
Pitching (SP)
Pitching (FP)
Throwing
Fielding
Baserunning
Defensive
Back Catching
Offensive
Sliding
Bunting
VIDEOS
SC Level 1 Pitching Video "The Windmill Pitch" *

Gold Medal Game - '93 Jr. Men's World, Canada vs NZ
Strength Training for Softball ('92 Level 4/5 Seminar) resource book & Video
OFFICIATING DEVELOPMENT
Official Development Binder (color cover/spine/3 tabs)
Level 1 Certification Manual *
Level 1 Officiating Overheads (Black & White)
Level 1 Officiating Overheads (Color)
Level 3 (SP/FP) Officiating Update 1999
Level II Certification Manual - SP ☐ OR FP ☐ * please specify
Level III Certification Manual - SP ☐ OR FP ☐ * please specify
Level IV Certification Manual (SP & FP)
1999 Umpire Casebook
Umpire Crests
National Umpire Pin
Softball Canada Pin
Shipping Method: ☐ Piece Kilo ☐ Priority Courier ☐ Federal Express ☐ Other
(* available in French-disponible en francais)

RESOURCE MATERIAL

As per Softball Canada Resources

Appendix J

Bahamas Softball Federation Mission Statement

As the Bahamas Softball Federation does not have a developed Mission Statement, I am proposing the following to reflect the new strategic plan:

" Softball Bahamas in partnership with the Island Associations, ensures the provision of a full range of softball opportunities for all Bahamians, through the development, delivery and promotion of programs and services locally, nationally and internationally."

The Mission Statement should be promoted at every opportunity, so that all persons involved in softball will not lose sight of the vision.

Appendix K

Number and Types of Island Leagues (Table 4.1)

	Senior Men	Men Modified	Senior Women	Co. Ed.	High School	Slo-Pitch
New Providence	1	1	1	0	Y	1
Grand Bahama	1	0	1	1	Y	1
Eleuthera	1	0	0	0	Y	0
Abaco	1	0	0	0	Y	
Exuma	1	0	1	0	Y	0
Long Island	1	0	0	0	Y	0

Bahamas Softball Facilities (Table 4.2)

	Lighted Park	No Lights	Condition
New Providence	1	5	National Stadium: Good - outfield rough. Slo-Pitch fields - good. Modified pitch field - good.
Grand Bahama	1	0	Present facility in terrible shape. New facility under construction
Eleuthera	1	3	What I saw -is in need of repair
Abaco	1	3	What I saw - is in need of repair
Exuma		1	Unable to visit
Long Island	1	2	What I saw- is in need of repair

Bahamas Softball Federation
Softball Technical Skills Clinics (Table 6.1)

Clinic #	Date	Time	Island	City/Community	# of Participants
1	07/20	10-12	New Providence	Nassau	35
2	07/20	1-3	New Providence	Nassau	33
3	07/21	10-12	New Providence	Nassau	60
4	07/21	1-3	New Providence	Nassau	50
5	07/21	6-8	New Providence	Nassau	9
6	07/22	6-8:30	New Providence	Nassau	9
7	07/23	6-8:30	New Providence	Nassau	4
8	07/27	10-1	Grand Bahamas	Freeport	13
9	07/27	6-8	Grand Bahamas	Freeport	12
10	07/28	10-1	Grand Bahamas	Freeport	8
11	07/28	6-8:30	Grand Bahamas	Freeport	8
12	07/29	6-8	Grand Bahamas	Freeport	6
13	07/29	10-1	Grand Bahamas	Freeport	9
14	07/29	6-8:30	Grand Bahamas	Freeport	6
15	07/30	10-12	Grand Bahamas	Freeport	4
16	07/30	6-8:30	Grand Bahamas	Freeport	4
17	08/03	10-1	Grand Bahamas	Freeport	4
18	08/03	6-8	Grand Bahamas	Freeport	4
19	08/04	10-1	Grand Bahamas	Freeport	4
20	08/04	6-8	Grand Bahamas	Freeport	6
21	08/06	5-8	Eleuthera	Governor's Harbour	4
22	08/07	9-12	Eleuthera	Governor's Harbour	0
23	08/07	1-3	Eleuthera	Governor's Harbour	0
24	08/07	5-8	Eleuthera	Governor's Harbour	0
25	08/10	6-8	Grand Bahamas	Freeport	1
26	08/11	10-12	Grand Bahamas	Freeport	2
27	08/11	5-7	Grand Bahamas	Freeport	1
28	08/13	7:30-10	Abaco	Cooper's Town	6
29	08/14	5-6:30	Abaco	Cooper's Town	7
30	08/14	6:30-8:30	Abaco	Cooper's Town	3
31	08/17	6-10:30	Long Island	Simms	10
32	08/17	6-10	Long Island	Simms	10
				Total # Participants	332
				Total # Clinics	32