

BYLAWS
OF THE
NORTH ANDOVER YOUTH HOCKEY ASSOCIATION, INC.
(A Non Profit Massachusetts Corporation Organized
under Chapter 180 of the General Laws)

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(A Non-Profit Massachusetts Corporation Organized under Chapter 180 of the General Laws) (As Adopted June 8, 1995 and amended in March and June 1997)

ARTICLE I - Purpose, Objectives and Powers

1. Purpose and Objectives. The Corporation's purposes are as stated in the Articles of Organization, including to promote and conduct volunteer activities and raise funds in support of its youth needs and services; to encourage gifts, endowments and bequests; and in furtherance of the foregoing, to make distributions to organizations that qualify as tax-exempt organizations under the Internal Revenue Code. A statement of the "Philosophy" of the corporation (adopted as a policy of its Board of Directors and subject to amendment as such) is appended hereto as "Attachment A" for reference.
2. Powers. As provided in the Articles of Organization, the Corporation is a non-profit corporation with all the powers ascribed to such corporations under Chapter 180 of the General Laws of the Commonwealth as now or hereafter in force. In particular, the Corporation may acquire, hold, use and dispose of, buy or sell, or otherwise deal in personal property of whatever kind and wherever situated, and hold, purchase, convey, mortgage, and lease such real or personal property, all as may be appropriate to the purposes of the Corporation.

ARTICLE II - Membership

1. Membership Classifications. Membership in the Corporation shall consist of such classifications as the Board of Directors may from time to time prescribe. In addition, the Corporation may recognize non-voting Corporate Sponsors, Life Members, and other special contributors on such terms as may be determined by the Board of Directors from time to time.
2. Members
 - a. The Board of Directors in office upon adoption of these By-laws shall at such time constitute all the members of the

Corporation. Thereafter, each new Director will automatically become a member upon taking office. Any other person who wishes to become a member shall submit his or her written request to the President or the Clerk on such form, if any, as shall be prescribed by the Board, who shall present it to the Board of Directors at the next regular meeting thereof for action by majority vote of the Board. In general, membership shall be available to any individual in assent with the Corporation's purposes and objectives. Membership granted by vote of the Board shall be valid for a term of two years, and may be renewed thereafter.

- b. The Clerk [also referred to as the "Secretary"] shall keep a roll of the members of the Corporation, which shall be considered definitive and final for all purposes.
3. Suspension of Privileges. Any member whom the Treasurer certifies to the Clerk in writing to be in arrears in any payment obligation to the Corporation shall become automatically suspended until such later time as the Treasurer certifies to the Clerk that such problem has been resolved. No person who is current on a payment plan for the then-current year that has been approved by the Corporation shall be considered in arrears solely by reason of such arrangement.
4. Membership Dues. Unless otherwise determined by the Board of Directors, there will be no dues for membership. If dues are set, the Board shall have the authority to establish such dues levels as it determines are appropriate.
5. Voting. All member classifications are non-voting, and shall be entitled-to no vote on any matter, except as may be delegated or authorized in writing by the Board of Directors. In any case where a vote of the members is allowed, each member must vote in person; no proxies will be valid or recognized at any meeting.
6. Meetings. After the Board of Directors' annual election of new Directors, the Corporation may, but need not, hold an Annual Meeting of members. When held, this meeting shall be targeted for the second Tuesday of May (or as soon as practicable thereafter) for the purposes of introduction of new Directors, distribution of various reports, and action on business deemed necessary by the Board of Directors. In any year this meeting is held, the Board of Directors may set a different date for such Annual Meeting. Other meetings of the members shall be held on such dates, at such times and at such places as may be set by the Board of Directors. Meetings of members will be open only to such non-members as may be invited by the President, the Treasurer, the Clerk or the Board of Directors as a whole. Each year the Directors shall schedule one general, informational membership

meeting for all participants in the program whether or not they have the right to vote.

7. Notice. Notice of meetings of members shall be as widely publicized and as far in advance of such meetings as the Clerk deems appropriate. In general, notice announced at the preceding meeting of members will be sufficient notice for any meeting of members. In other cases, at a minimum: if given by telephone, notice shall be at least forty-eight hours in advance of a meeting; if by U.S. mail posted in North Andover, notice shall be mailed at least five days (not including Sundays) in advance of a meeting; or if by posting in a customary public place in North Andover, by posting at least ten days in advance of a meeting. In general, notices shall give the date, time and place of the meeting in question, and shall state the general nature of the business to be transacted.
8. Quorum. For all meetings of members, a quorum shall be those members present.

ARTICLE III - Board of Directors

1. General Powers. The business and affairs of the Corporation shall be managed by its Board of Directors. The Board shall have all powers necessary to carry out the purposes of the Corporation. From time to time, the Board may create such committees, with such tenures, members and responsibilities, as it shall deem appropriate. Only each duly elected Director on the Board of Directors shall have the right to vote in the management of the business and affairs of the corporation.
2. Number, Terms, Qualifications, Elections.
 - a. Unless the number is changed in accordance with the terms hereof, there shall be fifteen Directors of the Corporation, except that for the term ending April 30, 1996, there shall be sixteen Directors. Directors shall serve for a term of two years until April 30 of the second year following their election, and until their successors are elected and take office (subject, however, to the terms of Section 9 hereof). Notwithstanding the foregoing, eight of the incumbent Directors at the time of adoption hereof, either volunteers or chosen by lot by the Clerk, shall serve for one-year terms ending April 30, 1996. These Directors shall be specified by the Clerk in the minutes

of the next meeting of the Board. Thereafter, the composition of the Board shall be arranged such that, insofar as possible, the terms of approximately one-half of members of the Board of Directors expires each year. The Clerk shall be responsible for maintaining compliance with this requirement, and shall designate the terms of newly elected Directors. The Board of Directors must be made up of no less than 20% of individuals who have children actively skating in the program.

- b. The Directors shall have the exclusive right to vote for nominees to the Board of Directors. Unless otherwise determined by the Board, elections for positions on the Board shall be held at a meeting of the Board of Directors each April.
 - c. There are no prerequisites to eligibility for service on the Board. No more than one-third of the Directors at any time, however (may have served six or more years on the Board (a "Senior Director"). In addition, any Director who will have six or more years' of service may only be re-elected with the approval of at least two-thirds of the votes cast. At any election of Directors, in the event that more than the maximum number of Senior Directors receive the requisite two-thirds approval, those Senior Directors receiving the most votes shall be re-elected; and subsequently, in case of a tie between two or more Senior Directors who receive the two-thirds minimum approval, the Senior Director(s) with the shorter service shall be re-elected. Any former Senior Director who has spent at least two years off the Board shall thereafter be eligible hereunder for election as if he/she had never served previously.
 - d. Any vacancy on the Board of Directors, however occurring, may be filled by the remaining Directors for the remaining term of such vacancy.
3. Regular Meeting. Regular meetings of the Board of Directors may be held without notice at such times, dates and places as the Board of Directors may from time to time determine.
 4. Special Meeting. Special meetings of the Board of Directors may be called on a minimum of 24 hours notice, by telephone, fax or in writing, by the President, the Clerk or any three Directors, designating the time, date and place thereof and the business to be transacted. Notice of the time, date and place of each special meeting shall be given to each Director by the Clerk or the person(s) calling the meeting. Attendance at any special meeting shall be deemed the equivalent of waiver of notice by all attendees. In addition, a waiver of notice signed by three-quarters of the Board shall suffice in place of notice in special cases.

5. Attendees. All officers of the Corporation, whether or not Directors, may attend each Board meeting. In addition, the President, the Treasurer, the Clerk and the Board of Directors as a whole may invite one or more members and/or non-members to attend any Board meeting as guests. Furthermore, any person eligible to attend a meeting may attend by conference telephone connection.
6. Quorum. At any meeting of the Board of Directors, a majority of the Directors then in office shall constitute a quorum.
7. Action at Meeting. At any meeting of the Board of Directors at which a quorum is present, a majority of the Directors present may take any action on behalf of the Board, unless a larger number is required by law, by the Articles of Organization or by these By-laws.
8. Action By Consent. Any action to be taken at any meeting of the Board of Directors may be taken without a meeting if all the Directors consent to the action in writing (including via fax) and the written consents are filed with the records of the meetings of the Board of Directors. Such consents shall be treated on all purposes as a vote at a meeting of the Board of Directors.
9. Removal. The Board of Directors may remove any Director with or without cause by a vote of two-thirds of the entire number of Directors then in office. There will be no right to a hearing or notice in such a case, although the Board may grant same in its discretion. The failure of a member of the Board of Directors to attend two (2) consecutive duly held Board of Directors' meeting with out reasonable excuse communicated to the Board, shall be cause for removal of a Director from the Board of Directors as above.
10. Compensation. Directors shall receive no compensation performance of their duties as Directors of the Corporation.
11. Nominating Committee. Generally, each February (or about two months prior to the date scheduled for election of Directors) the Board of Directors shall appoint a Nominating Committee comprised of at least three Directors to recommend to the Board nominees for Directors and officers of the Corporation for the ensuing year. Any member of the Corporation may recommend a person for consideration by the Committee. The Committee may, but need not, recommend more than one nominee for each Board and officer position, and may recommend themselves for re-election. The Committee will make an effort to speak with incumbents and any other persons who express an interest in service with the Corporation before making its recommendations. The Nominating Committee shall endeavor to report its recommendations to the

Board as soon as possible prior to the scheduled election. In addition to the recommendations of this Committee, nominations from the floor will be invited. All parents/guardians of minor players, coaches and/or volunteers in the program shall have reasonable direct representation and participation in the process of nomination and election of Directors by written recommendation to the Nominating Committee or directly to the Board of Directors.

ARTICLE IV - Officers

1. Enumeration. The officers of the Corporation shall consist of:
 - a President,
 - a Vice President-Administration,
 - a Vice President-Player Development,
 - a Head of Coaches,
 - a Skating Clinic Coordinator,
 - an Equipment Manager
 - a Registrar,
 - a Treasurer,
 - an Assistant Treasurer-Billing' & Receivables,
 - a Clerk (who may be referred to as the "Secretary"), and
 - such other officers, including additional Vice Presidents, Assistant Treasurers and Assistant Clerks, as the Board Directors may determine.
2. Election. The officers of the Corporation for the ensuing year shall be elected by the Board of Directors at a regular meeting as soon as practicable following the annual election of Directors as provided in Article III.
3. Qualification. Each officer shall be a member of the Corporation, and may, but need not, be a Director. Any two or more offices may be held by one person. In particular, the President may be an

Assistant Treasurer and a Vice President may be an Assistant Clerk. The Clerk shall be a resident of Massachusetts unless the Corporation has a resident agent appointed for the purpose of service of process.

4. Tenure. Officers shall be elected to one-year terms of office, with elections annually. All officers will remain until their respective successors are elected. Any officer may resign as an officer by delivering his written resignation to the President, the Clerk or any Assistant Clerk, and such resignation shall be effective upon receipt unless it is specified to be effective at some other time.
5. Removal of Officers. The Board of Directors may remove any officer with or without cause by a vote of two-thirds of the entire number of Directors then in office. There will be no right to a hearing or notice in such a case, although the Board may grant same in its discretion. The failure of an officer of the Board of Directors to attend two (2) consecutive duly-held Board of Directors' meetings without reasonable excuse communicated to the Board, shall be cause for removal of the officer from the Board of Directors as above.
6. Vacancies. Any vacancy in any office may be filled unexpired portion of the term by the Board of Directors.
7. President. The President, subject to the direction of the Board of Directors, shall have general supervision of the Corporation's business and the work of its officers. Unless absent or otherwise provided by the Board of Directors, the President shall prepare an agenda for and preside at all meetings of the Board and all meetings of the members. In the President's absence, the Treasurer, the Vice President Administration, or a Director named by the Board, in that order, shall carry out such duties.
8. Vice President - Administration. This officer, with appropriate support from the officers responsible for equipment, registrations, communications, publicity, team parents, ice time acquisition and allocation, and related functions, and subject to the direction of the Board of Directors, shall have broad responsibility for the efficient operation of the programs of the Corporation.
9. Vice President - Player Development. This officer, with appropriate support from the Head of Coaches, the Skating Clinic Coordinator and other officers responsible for try-outs, District and league communications, and related functions, and subject to the direction and (in the case of player team placements and coaching assignments) approval of the Board of Directors, shall have responsibility for the selection, training, oversight, discipline and assistance of on-ice volunteers for the programs

of the Corporation, as well as the placement of players on teams of the Corporation. This officer may make recommendations to the Board concerning its policies respecting coaches and player placements.

Each July, this officer shall submit to the Board a list of proposed coaches for the coming season, as well as an annual plan for training and oversight of coaches during the upcoming playing season. Such plan shall address education of coaches in hockey skills, youth coaching issues, the philosophy of the Corporation, safety, parent communications, and coaching programs. Such plan will include periodic on and off-ice coaches meetings as are determined to be appropriate. This officer shall also submit to the Board each January a plan for registration and placement of players for the following playing year.

10. Head of Coaches. This officer, subject to supervision and instruction by the Vice President-Player Development, shall lead the coordination of coaching, training, and services for coaches.
11. Skating Clinic Coordinator. This officer, subject to the direction of the Board of Directors and the supervision and instruction by the Vice President-Player Development, shall be responsible for the operation of the Learn-to Skate clinic offered by the Corporation. This officer will cooperate with the Registrar to establish the roster of participants and with other officers concerning the budget, billing, equipment needs, parent volunteers, parent communications, special events, insurance, and safety matters. Each July, this officer shall submit a plan to the Board concerning the Clinic for the upcoming year, including budget, staffing, refreshments, parent volunteers, insurance, registrations, special events, oversight and supervision, publicity and advertising.
12. Equipment Manager. This officer, subject to the direction of the Board of Directors and the Vice President-Administration, will be responsible for maintaining an inventory of all equipment of the corporation, and for tending to the repair, replacement and new purchase of equipment. This officer shall be responsible for establishing standards for the care and handling of Corporation equipment, for assigning equipment to the teams and other programs of the Corporation, and shall see to the prompt return thereof following the playing season. Each August, this officer shall submit an inventory and recommendation for new purchases of equipment for review by the Board.
13. Registrar. This officer, subject to the direction and supervision of the Board of Directors and the Vice President- Administration, shall be responsible for establishing and maintaining the official rosters of the teams and other programs of the Corporation. Each roster shall list each player's name, date of

birth, address, phone number, registering parent or parents' names and such other information as is deemed appropriate. This officer shall have responsibility for updating such rosters and filing copies and registrations with appropriate bodies from time to time.

14. Treasurer. The Treasurer shall, subject to the direction of the Board of Directors, have general charge of the financial and insurance affairs of the Corporation and shall cause to be kept accurate books of account and appropriate policies of insurance. Unless the Board directs otherwise, the Treasurer shall maintain at least one bank account for operating purposes, and may maintain another account or accounts for funds not required for immediate operational purposes. The Treasurer shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Board of Directors may otherwise provide. In particular, the Board may require the signature of one or more additional officer(s) to effect all or particular transfers of Corporation funds or assets. The Treasurer shall submit for approval by the Board an annual budget for the upcoming regular playing season each July, and shall make a report of performance against such plan at each subsequent regular meeting of the Board for that year. The Treasurer shall abide by, and may make recommendations to the Board from time to time concerning changes to, the financial and risk management policies of the Corporation.
15. Assistant Treasurer-Receiveables. This officer shall perform his or her duties subject to the direction and supervision of the Treasurer and the Board of Directors, and shall be responsible for billing, payment plans, tracking collections, and taking action to collect overdue payments due the Corporation. Each summer, this officer shall submit to the Board of Directors a plan for billing, unpaid bill notices, payment plan agreements, and sanctions for unpaid bills for the upcoming regular playing season. This officer, with the approval of the Treasurer, shall act on requests for individual payment plans and player credits in the normal course of operation. Each month during the playing season, this officer shall submit a report to the Treasurer concerning collections, outstanding and overdue accounts and collection plans, a summary of which shall be shared with the Board. Names of delinquent players shall be treated as confidential by the Board until such time as sanctions for same are sought. Information as to delinquent players shall be treated with sensitivity by the officers and the Board, but shall be available to any officer or Director with an interest therein.
16. Clerk. The Clerk shall have custody of the corporate seal, if any, and shall keep a roll of the members, their classification and their status. The Clerk is responsible, in general for providing proper notice of meetings and maintaining the records

of the Corporation. The Clerk shall keep records of the meetings of members and meetings of the Board of Directors. Such minutes shall be submitted for approval at the next meeting of each respective body. In the absence of the Clerk from any meeting, an Assistant Clerk or a Temporary Clerk designated by the person presiding at the meeting shall perform the duties of the Clerk.

17. Powers and Duties; Board Oversight. Subject to action by the Board, of Directors and to these By-laws, each officer of the Corporation shall have, in addition to duties and powers specifically set forth herein, such duties and powers as are customarily incident to his or her office. In their performance of their duties, all officers shall be subject to direction and supervision by the Board of Directors, and shall have such additional duties and powers as may be designated from time to time by the Board of Directors. Notwithstanding the allocation of duties herein, the Board of Directors may change and assign particular responsibilities to different officers as it sees fit.
18. Executive Committee. The Board of Directors may from time to time designate certain officers to constitute an Executive Committee under the oversight of the President, and delegate certain duties to be handled by such Committee. Any action by such Committee shall be reported to the next regular meeting of the Board.
19. Compensation. Officers shall receive no compensation performance of their duties as officers of the Corporation.

ARTICLE V - Amendments

1. Amendments. These By-laws may be modified (by amendment, repeal or addition) by a two-thirds vote of the Directors present at any meeting of the Board. All parent /guardians of minor players, coaches, and/or volunteers in the program shall have reasonable direct representation and participation in the process of adoption or amendment of these by-laws by written recommendation to the nominating committee or directly to the Board of Directors.

ARTICLE VI - General

1. Policy of Non-discrimination. It is the policy of the Corporation not to discriminate against members, employees, beneficiaries of

its services, or others on the basis of race, color, religion, sex or national or ethnic origin.

2. Effect of Provisions of Law and Articles of Organization. Each provision of these By-laws shall be subject to and controlled by any specific provisions of law or the Articles of Organization that relates to the same subject matter, and shall also be subject to any exceptions or more specific provision dealing with the subject matter appearing elsewhere in these By-laws as amended from time to time.
3. Fiscal Year. Unless otherwise provided by the Board, Year of the Corporation shall end May 31 of each year.
4. Parliamentary Procedure. In questions of procedure, except as may otherwise be determined by vote of the Board of Directors, the basic principles of *Roberts Rules of Order* shall apply when not in conflict with these By-laws. Said *Rules* shall be interpreted and administered without undue formality so as to expedite the efficient conduct of meetings. The determination of the presiding officer on questions of procedure shall be conclusive and final for all purposes.
5. Contributions. Donations to the Corporation become the sole property of the Corporation and not to any individual member therein. The assets of the Corporation shall not be used for the personal profit or benefit of any member. The members shall have no right, title or interest whatsoever in the Corporation's income, property, or assets, nor shall any portion of same be distributed to any member upon the dissolution or winding-up of the Corporation.
6. Corporation Assets. No part of the assets or net earnings of the Corporation shall inure to the benefit of, or be distributable to its members, Directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its 'corporate purposes. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision hereof, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income Tax under Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law) or (b) by a corporation, contributions to which are

deductible under Section 170(c) (2) of the Internal Revenue Code of 1954 (or the corresponding provisions of any future Internal Revenue Law). Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c) (3) of the Internal Revenue Code (or corresponding section of any future federal tax code) or shall be distributed to the federal government, or to a state or local government for a public purpose. Any such assets not so disposed of shall be disposed of pursuant to order of the Superior Court of the Commonwealth of Massachusetts, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

7. Restriction on Director and Officer Liability: No officer or Director of this Corporation shall be personally liable to the Corporation or its members for monetary damages for breach of fiduciary duty as an officer or Director notwithstanding any provision of law imposing such liability; provided, however, that this Article shall not eliminate or limit any liability of an officer or Director
 - (i) for any breach of their duty of loyalty to the Corporation or its members,
 - (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, or
 - (iii) with respect to any transaction from which the officer or Director derived an improper personal benefit.

8. Indemnification of Directors and Others: Except as provided in this Section, each Director, officer and employee of this Corporation (and his or her heirs or personal representatives) shall be indemnified by this Corporation against all Expenses incurred by such person in connection with any Proceeding in which he or she is involved as a result of his or her serving or having served as a Director, officer or employee of this Corporation. No indemnification, however, shall be provided to any person with respect to a matter as to which it shall have been adjudicated in any Proceeding that he or she did not act in good faith in the reasonable belief that his or her action was in the best interest of this Corporation. Moreover, in the event that a Proceeding is compromised or settled so as to impose any liability or obligation upon any person in a matter for which he or she would otherwise be entitled to indemnification hereunder, no indemnification shall be provided to said person with respect to such matter if this Corporation obtains an opinion of counsel that with respect to such matter said person did not act in good faith in the reasonable belief that his or her action was in the best interests of this Corporation. Nothing in this Section shall

limit any lawful rights to indemnification existing independently of this Section. For the purposes of this Section, (a) "Proceeding" means any action, suit or proceeding, civil or criminal, brought or threatened in or before any court, tribunal, administrative or legislative body or agency; and (b) "Expense" means any liability fixed by a judgment, order, decree, or award in a Proceeding, any amount reasonably paid in settlement of a Proceeding, and any professional fees and other disbursements reasonably incurred in a Proceeding.

9. Transactions with Interested Persons: For the purposes of this Section, "Interested Person" means any person in any way interested in this Corporation, whether as an officer, Director, member, employee or otherwise, and any other entity in which any such person is in any way interested. In the absence of bad faith, no contract or transaction by this Corporation shall be void, voidable or in any way affected by reason of the fact that it is with an Interested Person. In the absence of bad faith, no Interested Person, because of such interest, shall be liable to this Corporation, any member or to any other person or organization for any loss or expense incurred by reason of such contract or transaction, or shall be accountable for any gain or profit realized from such contract or transaction. The provision of this Section shall be operative notwithstanding the fact that the presence of an Interested Person was necessary to constitute a quorum at a meeting of Directors or members of this Corporation at which such contract or transaction was authorized, provided that the Interested Person abstained from voting for the authorization of such contract or transaction.

**Attachment A" to the By-Laws of
North Andover Youth Hockey Association ("NAYHA")**

"OUR PHILOSOPHY"

As the body responsible for youth hockey in North Andover, the purpose of North Andover Youth Hockey Association is to provide the means for the boys and girls of our community to learn and play the game of hockey, to promote the sport, and to develop hockey and related skills in our children. Some people confuse this to mean providing only high-level competition and stressing winning at all costs, but nothing could be further from the truth.

We recognize that we are working with children, and that meeting their physical and psychological needs is as important as developing the sport. Indeed, we feel they go hand in hand. We cannot develop players or improve the game unless the players stay with our programs because they are in an environment where their needs are met.

Children are different from each other, and their physical and psychological needs are different. Some players participate in a sport for social and recreational reasons, while others are committed athletes who want an opportunity to be successful at the highest levels of the sport. Therefore, we feel a successful youth sports program must try to address these different needs.

In addition, while we try to provide a program that can produce more players who may reach the U.S. Olympic team and the pros we must keep in mind that the odds of even our most talented kids reaching that level are very remote. Therefore, even at the highest levels of competition, the kids are apt to find it a hollow experience unless we emphasize fun, personal achievements in skills, and character development. But the most important of these is fun. We encourage fun in practices and try to emphasize "play".

For these reasons, at our lowest levels we do not stress the score or league standings. While winning is nice, there should be no difference in the locker room after a win or a loss on young teams. We encourage our coaches to be positive, recognize improvements and achievements, and encourage the efforts of the children. NAYHA endorses positive coaching. Our coaching policy recognizes that the game is for the boys and girls. We urge our coaches to focus on developmental needs of children as part of teaching the game. Personal technique, tactical skills and psychological development should be taught in a way that players obtain a sense of satisfaction and success.

We also hope to instill confidence, discipline, the ability to work within a group, and to trust in one's own ability and effort.

We also want to provide a foundation that includes an environment where all participants have the opportunity to achieve self-esteem, individual success and have fun.

We also recognize that children must be participants, not spectators. We know that kids would rather play and lose than not play and win. This is the basis for our policy of generally equal playing time for all players on all teams. Certainly, hockey is a team sport, and working as a team and sacrifice for the good of the team are important lessons, but sacrifice of one's opportunity to participate is not a legitimate means to "help" one's team.

We also want to put players in situations where they are likely to achieve personal success, and not be discouraged or frustrated to the point where they are no longer having fun or feel a sense of accomplishment. We also recognize that, in general, youth athletes need to participate in sport at the level of their ability and desire. This creates the best chance for personal success, enjoyment and continued participation. For these reasons, we try to offer several levels of competition for our children. Overall, players of roughly equal ability play against each other. The advantage of this is that there is a greater chance for everyone to achieve individual success and improvement. In our seeding of players, we strive to be fair and equitable and bear in mind the interests of all players. This is one of our hardest and most important tasks, and we put a great deal of planning and effort into it.

This is our philosophy, and we hope all parents and coaches understand and support it, and reinforce it with your children. If you support this philosophy, we invite your participation in our programs. Our coaches and volunteers are our most valuable resource, and we cannot offer any sort of program without your help and dedication.

You do not need to have a hockey background in order to be an effective coach for NAYHA. Several of our most effective coaches have had no playing experience and a couple even find being on skates is an adventure. If you cannot make the commitment of being a coach, we encourage positive, constructive input concerning our program and your assistance through our administrative and fundraising activities. Call any member of NAYHA's Board of Directors for more information.