



State Based Rugby Organization



Name Hawaii Youth Rugby
 Address 64-5264 Puanuanu Place
 City, State, Zip Kamuela, Hawaii, 96743
 Contact Person Kevin Perry
 Contact Phone 808-960-4527

Date: 25-Aug-09

SBRO Mission Statement

Increase participation in youth rugby through a positive culture based upon honoring the game in a safe and fun environment

Year Founded	High School		Youth
<u>2004</u>			
	Number of Team:	8	8
	CIPP'd Athletes	200	135

Article III - Associate Geographic Members ("AG Member") Criteria

- 3.1(c)(ii)(A) BoD determine SBROs with Club Members impractical to join LAU or TU - 2/14/2009.
- 3.1(c)(ii)(B) Signed and correct membership application attached.
- 3.1(c)(ii)(C) Fees and assessments paid as determined by BOD & currently in good standing.
- 3.1(c)(ii)(D) Agrees to abide by IRB & USA Rugby rules & regulations.
- 3.1(c)(ii)(E) Agrees to abide by USA Rugby bylaws, policies and procedures.

SBRO Declaration

The undersigned as authorized signatory of the SBRO hereby acknowledges, understands and agrees to abide by the the AG Member criteria as stated in USA Rugby's ByLaws and listed above.

USA Rugby Recommendation (Mark Griffin to complete)

USA Rugby Recommended Level (Mark Griffin to Complete)

Level 1	Level 2	Level 3	Level 4
Emerging	Developing	Functioning	Fully Sanctioned

SBRO Authorized Representative:

USA Rugby Authorized Representative:


 Print Name: KEVIN PERRY
 Title: SECRETARY

 Print Name:
 Title:

LEVEL 1 EMERGING			
	Requirement	SBRO Comments	Status
It is important to recognize that an Emerging SBRO would need to complete actions under 3 primary areas of development to reach Level 2. This is the most important and arguably comprehensive stage of an SBRO's development as it lays the foundation for long term success. It is possible that in its first year an SBRO may reach Level 3 although this is not required.			
I	Strategic Planning: A comprehensive list of stakeholders required for effective development of the organization, leadership & programs including:	Formal organizational meeting held October 2004 with Scott Novack from USAR	
a	Rugby Community Buy-In – the people who must have buy-in for the organization to work. For example, pre-existing HS coaches, existing coaches, head of the LAU, local referee's society, etc.	Formal organizational meeting held October 2004 with Scott Novack from USAR	
b	Business development – Must include legal and accounting resources. Outline interested parties in your process including your lawyer and accounting team. Initially, these may be members of your board with relevant experience.	Formal organizational meeting held October 2004 with Scott Novack from USAR	
c	Leaders– These are your potential titan board members, advisors, fundraisers, Heads of state and industry, commissioner of your state HS Athletic Assn, Governors, Physical Education Directors, etc. Note: a Board is a functioning entity, an Advisory Group are people that lend their name to your organization as an endorsement rather than people who will get things done.	Formal organizational meeting held October 2004 with Scott Novack from USAR	
II	Action Plan: Develop a realistic timeline for implementation of the following:	Oct-04	
a	Build initial development team	Oct-04	
i	Lawyer and Accountant	Attorney & Treasurer	
ii	First 3 officers of organization for submittal of legal forms	Oct-04	
iii	Individuals with business and non-profit backgrounds or knowledge	Oct-04	
iv	Dates for formation of this initial team	Oct-04	
b	Non-profit status	Oct-04	
i	Corporation formation Bylaws established	Oct-04	
ii	Complete Federal 1023 application and receive letter of consideration from the IRS.	Oct-04	
iii	Board development and Organizational Structure	Oct-04	
III	Strategic Review and Audit: Honest assessment of rugby in the state	Jan-05 See Doc1 Attached	
a	Number of Developed HS & U19 programs	Currently 8	
b	Number of Developing HS & U19 programs	Many	
c	Number and description of Youth Rugby camps, clinics, programs and leagues, including relevant stakeholders	Periodic Coaching and Referee Clinics	
d	General rugby numbers from the LAU, including collegiate and adult rugby	N/A	
e	Outline of services and relationships between relevant LAU's and TU	None	
f	A comparison of organization's numbers		

LEVEL 2 DEVELOPING			
	Requirement	SBRO Comments	Status
The organization is now operational but not functioning fully as a Level 3 SBRO. This is a period of time filled with rounding edges and getting programming, policies and procedures in place. It is primarily about finalizing the organizational structure.			
I	Organizational Structure		
a	Operating Non-profit organization	Received 501©3 Determination letter November 2007 Doc2 Attached	
i	Board expanded beyond initial 3 officers, if required for effective development	Currently HYR has (4) BoD Members	
ii	Elected Committees created, including at a minimum one for High School and one for Youth.	Committees on each Island (Oahu, Maui, Hawaii)	
iii	Accounting procedures in place along with CPA support	Treasurer & procedures in place	
iv	Strategic business plan, policies and procedures in place aligning with governing documents and SBRO materials provided by USA Rugby.	Policies and procedures in place, working on strategic business plan	
b	Operational organizational structure		
i	State Executive Director (paid, or unpaid)	Unpaid	
ii	High School Committee	Committees on each Island	
	1. Developing league structure and ascendance to state championship	HYR League Rules Doc3, 2nd HYR State Championships May 2010	
	2. Developing code of conduct and playing standards	HYR Code of Conduct Doc4 Attached	
	3. Referee relationship	HYR has Certified Referees	
	4. Focus of the first year is a development plan in place	Completed 2005	
	5. Measuring success and participation	Yes, see Doc5	
iii	Youth Committee	Committees on each Island (Oahu,	
	1. Targeting low hanging youth opportunities	Rookie Rugby in Middle Schools	
	2. Identifying growth potentials	After School Programs	
	3. Bridging gap between parents and rugby	Club/Parent Committees in place	
	4. Focus of the first year is a development plan in place	Completed 2005	
	5. Measuring success and participation	Annual meetings and measures	
iv	Program Development Coordinators	Coordinators on each island	
	1. Field and facilities	Coordinators on each island	
	2. Ref and Coach development	Periodic training courses	
	3. New team development	Coordinators on each island	
	4. Select side coordinator (if there are existing HS programs)	Big Island Select, Hawaii State U-19	

LEVEL 3 FUNCTIONING			
	Requirement	SBRO Comments	Status
These SBROs are operating and have passed developing status. They have not hit all goals, but are operating and sustaining themselves. In order to reach Level 4 as a Fully Sanctioned SBRO they must complete the following actions:			
I	PROFESSIONAL ORGANIZATION		
a	Secure sustainable resources to support state operations through centralized registration and revenue collection system (USA Rugby developing system)	Currently, we collect dues and have an inefficient registration process	
i	Member dues through centralized player registration process	Waiting for new USAR registration system	
ii	Program revenue – clinics, camps, tournaments, etc	Have clinics and camps but so far have not generated revenue from these events	
iii	Grants, gifts & sponsorships	Have been fairly successful	
iv	A la carte services such as uniforms, equipment.	National Guard Sponsorship	
b	Paid Executive Director and possibly program administrators / development officers.		
c	Professional accounting, legal and reporting services		
d	Marketing and PR plan developed		
e	LAU & TU Separation: effective operation of new working relationship as identified during Emerging stage.	HYR is Independent of Rugby Hawaii Union (adult rugby)	
i	Services shared between LAU, TU & SBRO.	Fields & Referees	
II	High School Rugby (U-17, U-19)	Multi-school U-17, U-19	
a	Committee operational	Committees on each Island	
b	Development plan in operation	See Doc6 Scorecard	
i	Focus on Single School programs	Only Kahuku	
ii	Evolution plan for U19 clubs (social play vs. all star)	Geography hinders	
iii	Certified coach placement	About 50% are certified	
	1. USA Certifications	About 50% are certified	
	2. Positive Coaching Alliance	About 50% are certified	
iv	Referee development	Certified but we need more	
c	Code of Conduct, safety and discipline procedures operational	All Done	
i	Trainers at games	Required	
ii	Use of a universal code of conduct	Players, coaches & spectators	
iii	Discipline procedures with appeals process operational	In progress	
iv	Closer compliance with State Athletics Standards for HS	In progress	
d	Competition Management	Need more involvement	
i	League Structure	Established	
ii	Standards of play	Progressing	
iii	Closer compliance with State Athletics Standards for HS	In progress	
e	State Championships	2009, 2010	
i	Professional facility to enhance brand of the game	Stadium, Kapiolani Park	
ii	Coordinate with in state HS Athletic governing body to align event with their procedures		
iii	Opportunities for boys and girls	U-13	
iv	Clear ascendency pathway from first league game to state champ	Established	
v	Closer compliance with State Athletics Standards	In progress	
f	Branding: Focus on brand of game	Trade mark, Logo, Website	
i	Matching uniforms	National Guard Sponsorship	
ii	Games starting on time	In progress	
iii	Fields with rope, pads and safety procedures	Need safety ropes on all fields	

III. Youth Rugby		U-13, U-15	
a	Committee operational	Committees on each Island	
b	Development plan operational		
i	Physical Education curriculum usage	In progress	
ii	Middle School league structure in place (with a goal of operation)	U-13's but community based	
iii	Camps and clinics	Periodically	
iv	Relationships with Community Based Organizations (CBOS) e.g. YMCAs, Boys & Girls Clubs, Police Athletic League	Maui Only	
v	Accurately tracking participation	Annually	
c	Revenue generation through programming		
i	Identification of revenue streams through youth programs		
ii	Strategic planning on developing these streams into staff and growth		
iii	Evaluation of Play Rugby USA program model for urban areas and underserved youth populations.		

LEVEL 4 FULLY SANCTIONED SBRO STATUS		
Requirement	SBRO Comments	Status
Fully operational, self-sustaining and growing. Active development plans in place providing sustainability or organization without High School membership dues, in preparation for State HS Athletic Governance.		
I	Organizational: Staff development plan	
a	Eventual Development Director	
b	Eventual Youth coordinator	
c	Eventual Club / All Star Director	
d	Eventual HS Commissioner	
II	HIGH SCHOOL	
a	Development plan for acceptance into state HS Athletic governance organization	
b	Complete compliance to State Athletics standards for HS	
c	Structure in place for Growth of new teams	
d	Structure in place for development of Club/U19 teams	
i	Social play teams (outside of HS)	
ii	All Star teams as stepping stone to State All Stars	Big Island select
e	Post High School pathway – coordination with LAU & TU for identifying collegiate programs & men's / women's clubs	
III	YOUTH	
a	Rookie, Mini & Midi programs in place (in line with continuum)	U-13 Rookie Rugby, U-15 Midi-Rugby in Place
b	Operational Middle School leagues	U-13 community based
c	PE & After School programs in place	Some
IV	SELECT SIDES	Big Island select, Hawaii U-19
a	Structure and pathway in place for girls and boys	
b	Adhering to the structure & programming requirements laid out by U20 National Team coaches	Hawaii State U-19 using Matt Sherman's high performance manual
c	Revenue support	