

CYO -Durham Crusaders Managers Manual

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MANAGER REQUIREMENTS

Congratulations on being selected Manager this season. You certainly have your hands full this season. Being a team manager is not just managing a team of young hockey enthusiasts, but you are managing group of hockey families making sure they know where they are going and how to get them there.

The Team Manager is a central figure in creating the flow of communication – not only within the team [players, parents and coaches], but between the team and all support systems such as the league executive, opposing team managers, time keepers and on ice officials.

By taking on the operational aspects of the team, the manager enables the coach to focus on player development and on-ice instruction to provide the players with rewarding hockey experiences. This manual provides information to aid Team Managers in the smooth operation of the team by discussing the need to delegate and by identifying key topics that the Team Manager will need to address. Numerous appendices including samples, templates and a glossary of terms are included to assist the Team Manager in pre-planning and organization.

To aid Team Managers in the smooth operation of their team, this manual has been created to identify key topics that managers need to address.

Key Topics:

1. Team meetings
2. Volunteers and delegation
3. Team rules and safety
4. Record keeping and distribution
5. Organizing games
6. Applying for tournaments
7. Organizing travel
8. Team finances
9. Team activities
10. Appendixes

Important Dates		
	Rep (AE & CC)	Local Loop/HL
First Installment Payment Due (Team Fees)	August 8th	Oct 1st (Peewee -Midget only)
Second Installment Payment Due (Team Fees)	September 5th	Nov 1st (Peewee - Midget only)
Third Installment Payment Due (Team Fees)	October 3rd	Dec 1st (Peewee - Midget only)
All coaching credentials to be complete	August 1 st	August 31 st
Completed Rosters Due to Registrar	August 1 st	August 31 st
AP applications due to Registrar	December 12 th	December 12 th
Team Budgets due to VP-Players and League Treasurer	October 17th	October 17th
Team Mid-Year Financials due to VP-Players and League Treasurer	January 16 th	January 16 th
Year End Team Financials due to VP-Players and League Treasurer	March 27th	March 27 th
Start of Season	September 2014	September 2014
CC Scheduling Meeting	September 28	
AE Scheduling Submission	TBD	
LL Scheduling Meeting #1		Sunday September 28 at LCVI - Tyke to Midget
LL Scheduling Meeting #2		Sunday November 30 at LVCI - Tyke and Novice to realign divisions, Mite first schedule
LL Scheduling Meeting #3		Sunday January 4, 2015 at LVCI -Atom to Midget to realign divisions
LL Scheduling Meeting #4		Sunday February 22, 2015 at LVCI Tyke to Midget - Playoffs
End of AE/CC Regular Season	January 4th	

Start of OMHA Play downs	January 10th	
End of LL Regular Season		February 21st
Start of LL Playoffs		February 23rd
End of 2014/2015 Season		March 31st

1. Team Meetings:

Team meetings are essential in the development of formal communication amongst a team and they encourage participation from all members. An initial meeting should be set up shortly following the formation of the team – for many this will be the first time they meet other players, parents and coaching staff. Ideally, the manager should be in place before the initial team meeting, which should also discuss the seasonal plans and preliminary budget. This helps to ensure that all parents understand the commitment, both time and financial (including tournaments), up-front and before the season commences. Also, the importance of a qualified Treasurer should be noted and team rules and safety should be introduced for discussion. There is much information to discuss at the beginning of the season, so it is up to the Team Manager to lead this meeting ensuring that the group stays on topic and does not exceed any time restrictions. Be sure that minutes from the initial meeting are taken and distributed to parents. These minutes may be useful when dealing with disputes or concerns later in the season. As well, have extra copies of any handouts or forms that need to be circulated to parents and players (such as Code of Conducts) **Appendix A: Code of Conduct.**

Having information in handout form for parents to take away will assist with the retaining of dates and details. Once the First Parent Meeting has taken place, team meetings can be set based on the team's need and desire for more meetings. Many sub-committees will form following the first meeting as well.

2. Volunteers:

Every Team Manager must delegate, it would be virtually impossible to perform all tasks alone. However, the Team Manager should be aware of or involved in the operations of these sub-committees and should pass along updates to the rest of the team. Should a volunteer not carry through with their tasks, this supervision and monitoring will ensure the problem is caught early on and dealt with based on team policy. ***Many of the duties covered in this manual will actually be carried out by the parent volunteers and not directly by the Team Manager.***

The most important thing the Team Manager can do is delegate – it is almost impossible for a Team Manager to do everything without help. A strong parent base will make for a strong team. Most parents will be prepared to volunteer in some capacity; a good rule of thumb is that each family should take on at least one role.

Once committees and areas of responsibility have been determined, the Team Manager should circulate a schedule and a parents' contact / responsibility list to all parents. This could help resolve disputes later in the season, and helps direct information and ideas to the proper party.

3. Team Rules & Safety:

1. Code of Conduct

Having a set code of conduct will ensure consistency when dealing with any team issues that may arise. The Code of Conduct should be discussed as part of the expectations for parents and players during the first parent meeting, and a finalized copy should be distributed among all team members. It is mandatory to have parents and player's sign a copy, showing that they are committed and will take responsibility for their actions should a dispute arise during the season. These are available on the CYO website @ www.durhamcrusaders.ca under the forms tab to the left.

2. Disputes

There may come a time where a Team Manager will have to act as a liaison between the team parents and coaches to resolve disputes. The parent should be comfortable knowing they can bring concerns to the Team Manager for any reason - equal playing time, coaching tactics, harassment, etc. The Team Manager should work with the coach and parents to first try to resolve disputes at the team level. Open communication, consistency, and mediation by the Team Manager are key. If a dispute cannot be resolved at the team level, the Team Manager should contact their VP for the appropriate next step.

3. Equipment / Apparel

Game Jerseys. The League will arrange a fitting date for all teams. Teams must ensure all players attend the fitting sessions jerseys are ordered in a timely manner. If your team orders sponsor jerseys and or extra jerseys and socks then the number of players on your roster you will be invoiced for the full amount of these extra items and expected to pay prior to delivery.

Water Bottles. Discuss what the water bottle policy will be at the beginning of the season. It is recommended that each player has his or her own water bottle that they bring to practices and games – that is well marked with his or her name. A second option is to use a set of team water bottles that are individualized and delegate the responsibility for cleaning and refilling. Sharing of water bottles is one of the easiest ways for a team to spread germs and illnesses among themselves and; therefore, should be avoided for health reasons.

Other Equipment (goalie equipment). If the team is assigned equipment from the Association the Team Manager will need to discuss with the Association what the responsibilities of the team will be for caring for that equipment; then the Team Manager may be able to delegate some of these responsibilities to parents.

Dress Code. If applicable, the Team Manager should discuss the dress code with players and parents at the beginning of the year. Player's should be dressed in a respectful manner for games, but as a team you will want to consider issues such as cost, sponsors and relevance for your team. For example, if the team does a warm-up prior to games, the dress code may be tracksuits. The need for a dress code may vary based on age, competitive level, etc.

4. Respect in Sport "Parent Program"

Effective August 31, 2014, at least one parent or guardian of each player registered in the OMHA will be required to complete the online Respect in Sport Parent Education Program as a condition of their child's participation.

The Respect in Sport parent program is a proactive, educational program that empowers parents with the tools to ensure the game is enjoyable and respectful for themselves, their children and all other stakeholders in the game. This portion of the program is only one of the three pillars of our respect platform. The Respect in Sport Activity Leader program is currently a

condition of participation for all Team Officials (Bench Staff), and will be a requirement for all on-ice Volunteers and all on-ice referee (Age 16 and above), effective August 31, 2014. Through this mandate, all stakeholders will be introduced to Respect education when considering the needs of our athletes.

OUR Association will be responsible for implementing these requirements as established by the OMHA and requires your support and cooperation with ensuring the completion of this certification. Although the OMHA has identified a deadline for compliance, many member Associations have chosen to be proactive and have set earlier deadlines for compliance. The OMHA supports Member Associations who have opted to adopt this proactive approach.

Please ensure that you provide feedback as requested upon completion of the program, to provide your insights on optimizing program content, and system functionality.

Thank you for your commitment to the safety, enjoyment and success of your child, and all OMHA participants.

Here is the link to the online program on the OMHA website:
<http://www.omha.net/page/show/865446-parents>

5. Risk Management

Accidents can and do happen anywhere, anytime, to anyone. This is especially true in sports which involve physical contact, like hockey. Whenever physical contact is involved, there is always the potential for serious injuries. When serious injuries occur, they can inflict tremendous hardship on injured parties and their families, often for a lifetime. In addition, serious injuries also involve the threat of lawsuits where people and organizations are sued for negligence.

This is where risk management becomes important. Risk management includes identifying, assessing and eliminating or minimizing risks in an activity, in this case, organized hockey. Risk management requires all participants in organized hockey to play specific roles in order to prevent accidents and Risk management consists of four basic steps, performed in a logical sequence:

Step 1: Identify the risks connected with an activity.

Step 2: Assess the relative significance of all on-ice and off-ice risks.

Step 3: Eliminate or minimize identified risks.

Step 4: Provide protection against unavoidable risks. This can include insurance coverage.

It's important to remember that unless the first three steps are carried out effectively, insurance or other funds which may be set aside, will be inadequate. They will not be able to contain the claims that would arise from a risk exposure that is uncontrolled and unmanaged.

To be prepared in the event of serious injuries, every team must establish an Emergency Action Plan (EAP). **Appendix B: Emergency Action Plan.** The EAP requires the appointment of three individuals to specific roles, which they would assume in the event of a medical emergency. The EAP should be rehearsed throughout the season:

Charge Person

- The most qualified person available with training in emergency control, first aid or the Hockey Canada Safety Program
- Familiarizes themselves with arena emergency equipment
- Takes control of an emergency situation until a medical authority arrives
- Assesses severity of an injury

Call Person

- Makes call for emergency assistance
- Knows location of emergency telephones in every facility
- Knows list of emergency telephone numbers
- Knows best directions to arena
- Knows best route in and out of arena for ambulance crew
- Communicate with the Charge Person and Control Person

Control Person

- Controls crowd and other players and keeps them away from Charge Person and injured player
 - Ensures proper room to work for Charge Person and ambulance crew
 - Discusses Emergency Action Plan with arena staff, officials, opponents
 - Ensures that the route for the ambulance crew is clear and available
 - Seeks highly trained medical personnel (i.e. MD, Nurse) if requested by Person In Charge
- For further information on Risk Management download the 'Safety Requires Teamwork Booklet' from Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca.

6. Hockey Canada Insurance Program

Hockey Canada has constructed a National Insurance Program to provide financial resources to help deal with the cost of risks which confront organized hockey. The insurance programs eliminate or minimize the potential financial burden our members may face in the event that they are injured or implicated in a civil action arising from their participation in Hockey Canada programs. Hockey Canada and each of the Branches of which Hockey Canada is comprised is specifically named as an insured, and all sub-associations, leagues and teams which form a part of Hockey Canada. It includes any officer, director, employee, coach, volunteer worker, instructor, referee, or member of a Committee while acting within the scope of his or her duties. It includes members of any teams, leagues, Branch teams, division teams, national teams or international teams provided all are registered with or affiliated with Hockey Canada. It includes any sponsor of any team or Hockey Canada, but only with respect to his, her or their liability as such; and it includes any owner of any insured team. Note: A volunteer is a non-paid person donating his or her time and who is assigned specific duties and for whom a premium has been paid.

When are you covered?

1. Hockey Canada/Branch sanctioned events (league games, tournaments, practices, training camps, sanctioned fundraisers) when playing member teams only!
2. Transportation directly to and from the arena or venue.
3. Accommodations while billeted or at a hotel during a Hockey Canada/ Branch sanctioned hockey activity.

*Note: it is very important to know when the team is dealing with a non-sanctioned event. Check with Branch for further information.

The Hockey Canada Insurance Program provides the following coverage:

- Comprehensive General Liability
- Accidental Death and Dismemberment
- Major Medical/ Dental Coverage © Hockey Canada Team Manager's Manual, 2007 12
- Sexual Misconduct Liability Insurance

- Directors and Officers Liability Insurance

For further information on the Hockey Canada Insurance Program download the 'Safety Requires Teamwork Booklet' from Insurance Program section of the Hockey Canada website (located under minor hockey) at www.hockeycanada.ca. © Hockey Canada

4. Record Keeping & Distribution:

The Team Manager is the keeper of the Team's personal information. Because one never knows when a specific piece of information is needed, it is a good idea for the Team Manager to create a binder of forms and handouts that can be taken to meetings, games, etc. to keep data easily accessible. Documentation will have to be completed following all games as well, and it is a good idea to have extra forms on hand.

1. Team Registration / Rosters

A roster should be mailed to the Coach from the Association once registration has been completed (it is up to the individual to be aware of the closing date for registration; many Associations will post registration information in local newsletters, at the rink, on their website, etc.). While the coach should have a copy for each game, it is a good idea to have a spare in the Team Manager's records. Referees have the right to review the roster if any player disputes arise. Tournaments may also require this information.

Any questions regarding registration should be directed at the Association or Branch.

2. Contact Lists

Parents' Contact / Responsibility List.

The Team Contact list should be distributed at the beginning of the season to encourage open communication within the team. Having the parents' contact / responsibility list available can aid the Team Manager during disputes by acting as an outline for where responsibilities lie. Distribution of the list at the beginning of the season allows it to be used by other team members to contact the proper party with questions or ideas, without first having to direct everything through the Team Manager. Prior to distribution, the Manager will want to ensure that a team email protocol or process has been developed that is agreed to by everyone; this will help prevent negative comments and gossip. If the Team Manager is approached by someone requesting a team list, it is important that the Team Manager respect any privacy regulations. This is true when dealing with any form of personal information.

3. Medical Information

Each player / parent should fill out a medical information sheet. While it is important for coaches and staff to review this information and be aware of any medical concerns, it is not likely they will remember every detail about every player. Having the medical sheets close can provide important information in the case of an emergency, as well as provide contact information for family physicians and emergency contacts when the parents are unavailable.

Coaches also need to fill out the medical form. **Appendix C: Player Medical Form.**

At the very least, the medical information form should include:

- Player's Health Care Number
- Doctor's name and contact information
- Emergency contact information
- Important medical conditions / allergies

The use of a team injury log provides the Team Manager or Safety Person with medical updates based on injuries that take place throughout the season, after medical forms have already been

filled out. The log ensures that the most current information is available should the needs arise, as well, the log may detail how to manage current team injuries (for example, does an injury require taping prior to a game?) and act as a quick reference to injury reports that have been filed throughout the season. **Appendix D: Injury Log.**

4. Accident and Insurance Reports

In the case of an accident a report must be submitted immediately following the incident or injury to the team's Branch (must be received within 90 days of the date of the accident). The reports are standard and can generally be obtained at the arena, or from the team's Association or Branch. Blank copies of the form should be kept in the Manager's binder. Should an accident occur, it is easier to fill the form out at the time of the accident than it is to track down details afterwards. **Appendix E: Injury Report.**

5. Practice / Game Schedules

The Team Manager, in coordination with the coach and the Association, should create and provide parents with a practice and game schedule at the beginning of the season; followed by monthly updates highlighting any alterations. If a change is made with short notice it is best to phone parents (use the parent volunteer phone tree if one is set up) rather than email to ensure the message has been received.

6. Game Report

Following each game the winning team (or home team in case of a tie) is required to: a) submit the game score to the League within 24 hours via the online game submission tab b) submit a hard copy of the game report to the league mail box (UPS store at Garden & Rossland, Whitby). Before submitting a game report, it must first be signed by the referees and by both teams.

Game reports have multiple purposes:

- Evaluation for the seeding round
- Determine positions for playoffs
- Identify suspensions in the case of a major penalty
- Used for posting official standings (website)
- Report to media

Teams will receive a supply of game sheets at the beginning of the season to cover regular season and playoff home games. It is the home team's responsibility to provide the time keeper a properly completed game sheet 15 minutes prior to the start of the game. The following information must appear on the game sheet:

- Game Number
- Date
- Division
- Category
- Location of Game
- League (i.e. EOMHL, Three County, Victoria Durham League)
- Game Type
- Curfew Time (initialled by both coaches)
- Flood
- Length of game
- Suspended Players

Teams participating in Three County and Victoria Durham League are not permitted to use printed labels on the game sheets.

Bench staff must sign beside the position that they are officially rostered to on the team. The only person who can sign in the Head Coach section is the Head Coach or the Assistant Coach if the Head Coach is absent. Bench staff who are not attending the game should not appear on the game sheet.

Following each game teams are required to:

- a) submit the results on the game results tab on the CYO website within 24 hours of the game;
- b) submit a hard copy of the game report (white copy if home game/ copy of game sheet if away) within 48 hours of the game:
- c) all suspensions must be reported to the VP Players & VP Hockey Operations the day they occur and a scanned copy of the game sheet must be forwarded to both contacts above within 24 hours of the game.

NOTE* the league will confirm the number of games the suspended individual will be required to server. All suspensions must be recorded on the suspension section of the game sheet.

Referees/Timekeepers

It is the responsibility of the Manager to ensure that the referees and timekeepers are paid for their services. Timekeepers are paid \$10 for a 10/10/10 game \$15 for a 10/15/15 game and \$20 for a 15/15/15 game

Referees are paid as per the OMHA schedule:

18.5 Rates

a) The following Minimum rates apply for all OMHA representative games in all series. Any overtime periods are included in the game lengths

Two Official System

Game Lengths	10/10/10	10/10/15	10/15/15	15/15/15
Novice & Below	\$19.00	\$21.00	\$23.00	\$25.00
Atom	\$20.00	\$22.00	\$24.00	\$26.00
Peewee	\$23.00	\$25.00	\$27.00	\$29.00
Bantam	\$24.00	\$26.00	\$28.00	\$30.00
Midget	\$25.00	\$27.00	\$29.00	\$31.00
Juvenile	\$26.00	\$28.00	\$30.00	\$32.00

Three Official System

Game Lengths	10/10/10	10/10/15	10/15/15	15/15/15	15/15/20	15/20/20	20/20/20
Peewee & Below							
Referee	\$27.00	\$29.00	\$31.00	\$33.00	\$35.00	\$37.00	\$39.00
Linesman	\$21.00	\$23.00	\$25.00	\$27.00	\$29.00	\$31.00	\$33.00
Bantam, Midget & Juvenile							
Referee	\$31.00	\$33.00	\$35.00	\$37.00	\$39.00	\$41.00	\$43.00
Linesman	\$23.00	\$25.00	\$27.00	\$29.00	\$31.00	\$33.00	\$35.00

Four Official System

	15/15/15	15/15/20	15/20/20	20/20/20
Referee	\$37.00	\$39.00	\$41.00	\$43.00
Linesman	\$29.00	\$31.00	\$33.00	\$35.00

NOTE: A four (4) official system is only permitted at the Minor Midget AAA and Major Midget AAA level.

NOTE 1: OMHA officials SHALL NOT officiate in a "one man" system.

5. Organizing of Games:

For a game to run smoothly and follow all regulations, the Team Manager must not only monitor what is happening during the game, (such as off-ice conduct), but they must put in time prior to each game to ensure all positions are staffed. Tasks can be divided in to pre game, during game, and post game.

1. Pre Game

Prior to the game the Team Manager has many duties:

- Pay officials;
- Ensure gate fee collection is monitored;
- Check dressing rooms and secure;
- Organize volunteers if necessary.

2. During the Game

During the game, the Team Manager's main role is supervision. This may include:

- Fill in for a volunteer parent if they need a break;
- Monitor off-ice conduct of players and parents;
- check that the dressing rooms have remained secure.

3. Post Game

The Team Manager's post game duties include:

- Ensure rink has been left in good condition (dressing rooms);
- Submit the game report to Association or League;

6. Applying for Tournaments:

Teams should select the tournaments that they wish to attend based on the preferred tournament weekends (see below). It is imperative that tournaments do not conflict with the team's ability to complete their season or playoff game commitment.

➤ **Preferred dates: Oct 11-12, Nov 28-30, Dec 5-7 and Jan 9-11**

- **After** game schedules have been finalized teams can then submit the required Tournament Request form (see Appendix D) and forward to the VP-Players (vpplayers@gmail.com) and the VP Hockey Operations (yphockeyoperations@gmail.com) for approval. All requests must be submitted at least 4 weeks prior to the tournament. Failure to submit as above may result in delayed approval.
- Teams will not be permitted to participate in any tournament that is not a sanctioned OMHA tournament or approved by the OMHA.
- AE teams are only permitted to participate in Representative tournaments at the AE level or above.
- CC teams are only permitted to participate in Representative tournaments at the BB level or below.
- LL teams are permitted to participate in LL tournaments – they may not participate in Select, Minor Development or Representative Tournaments.
- Copies of all game sheets must be submitted to the VP Hockey Operations within 48 hours of the completion of the Tournament. Suspensions must be reported to the VP-Players and VP Hockey Operations the day they occur.

Note: Please remember that only a select number of teams will be approved to attend tournaments on any given weekend. This ensures that the allocated league ice is used.

Exhibition Games

All teams wishing to in Exhibition games at home or in another centre must complete the exhibition game request for and forward it to the VP Players and the VP Hockey Operations for approval at least two weeks prior to the game date. Rep and LL teams may only participate in Exhibition Games with another OMHA registered team. The league will arrange for officials (refs & timekeepers) for home games; however payment of the officials is the responsibility of the team.

7. Organizing Travel:

Whether for games, tournaments, or events, the Team Manager will have to be aware of issues surrounding team travel. In many cases the parent's are responsible for ensuring their child is on time, and team rules will likely be in place for those that arrive late for games and practices. However, there are many situations that can require more attention to travel plans, for example: traveling as a group on a bus, traveling to a tournament outside of the team's area, overnight travel, etc.

Travel should be included in the discussion of extra games / tournaments that takes place during the first parent meeting. The team will need to come to an agreement on what means the team will use to travel and how extra costs, such as hotels, gas and meals will be paid for – whether by parents or through fundraising. Prior to team travel the Team Manager should determine if any of the following issues are applicable to their team.

1. Travel Permits

Permits will be required for a team to play in games or tournaments outside of their area. If required, permits can be obtained from league website/forms at www.durhamcrusaders.ca

2. Equipment

Due to space, players and parents traveling with the team may need to be given luggage restrictions. The Team Manager will need to ensure that the method of travel has adequate storage for the players' hockey equipment. Also, the Manager should inquire/confirm with the hotel regarding equipment storage, including size, cost, etc.

3. Accommodation / Meals

If the team is traveling to a destination that will require an overnight stay, or meals, the Team Manager will need to book space in advance so that hotels and restaurants will be prepared to accommodate a large group. The Team Manager will also want to familiarize him or herself with any players' allergies and notify the kitchen if a team meal is prepared.

4. Costs

How is the travel being funded? This should be decided prior to committing to any travel arrangements. If traveling outside of the province or country, there may be a need to purchase additional insurance coverage.

5. Arena Maps

If the destination is not familiar to the team, it is a good idea to print off an arena map and contact information prior to heading out. The websites www.arenamaps.com or www.mapquest.ca can be used to print off maps or obtain directions.

8. Team Finances:

The Team Manager is responsible for the team's finances; however, it is a good idea to appoint a Team Treasurer so that one individual is able to focus on this important area. The Team Treasurer is responsible for collecting, banking and distribution of all funds.

The executive have broken down the team fees into 3 separate payments for the REP and 3 separate payments for the relevant LL divisions. If by chance your team wishes to pay all on the first payment due date, then by all means do so. **IF** your team can not make a payment date you **must** contact the league treasurer at crusadertreasurer@gmail.com ASAP with the reasons so that a new payment date can be reviewed and agreed upon. All cheques are to be made payable to OSHAWA CYO.

Player Registration Payment(s)

Each player must be registered with the organization before they are allowed on the ice. Registration includes their insurance coverage and must be paid in full prior to skating.

- ▶ League Registration payments for the 2014/2015 season are as follows:
 - Initiation: \$335
 - Tyke and up:
 - April 20th till July 31st - \$615.00
 - August 1st onward - \$630.00
 - Players will not be registered without payment submitted, received & acknowledged by registrar.
 - Any delay in player payments will slow your team's progress of achieving an approved roster.

Team Payments Local Loop / Rep

Over and above the league registration fee, there are team payments to be paid for the additional costs of practice ice, game ice etc. **See APPENDIX G**

The team payments are as follows:

Level	Amount
Peewee/Bantam/Midget Local League	\$13,060.0
Novice/Atom CC	\$8,100.00
Atom AE	\$9,300.00
Peewee/Bantam /Midget AE/CC	\$15,410.00

Budgeting

Budgeting should be discussed with the parents at the beginning of the season to ensure that team expectations are reasonable. Determine what expenses cannot be avoided, what additional activities the team would like to participate in and their additional cost to the team and then, how the necessary funds will be raised and distributed. A budget template spreadsheet will be provided to each team prior to the start of season. Teams budgets and financial statements must be submitted to the VP Players and the Association Treasurer as follows:

Initial Team Budget: October 17, 2014
Mid-Season Financials: January 16, 2015
Final Team Financials: March 27, 2014

The Manager should provide the statements of the financial position to parents on a monthly basis.

Expenses

There are numerous expenses that the team should be aware of when budgeting. It is a good idea to provide a small cushion in the funds should something unexpected arise.

- Exhibition Games / Additional practices
- Events / tournaments
- General operations
- Miscellaneous payments

Income

In most cases, it is up to the team to raise their own funds. Fundraising efforts should be determined on need and parents' commitment. Team members will also pay team fees; it is the responsibility of the Manager to inform members of these fees, as well as collect them. At the beginning of the season there should be a clear outline of:

- How much the fees are
- What will be covered and will not be covered by the fees
- Payment options
- Deadline for paying the fees and consequences for late payments
- Who the fees must be paid to

Team Account

A team account should be set up at the beginning of the season with a recognized Canadian financial institution.

When working with a team account it is especially important to implement numerous checks and balances to ensure that the funds are managed based on the team's agreed upon budget, and to ensure that funds are in no way misappropriated.

Checks and balances may include:

- Ensure that the account requires two signatures. Two signatures will be required on any cheque that is written on the team's behalf. The two individuals (and any others that have signing authority) should not have a personal relationship or connection outside of the team.

This separation of duties means that no single person is responsible for a transaction from start to finish.

- The Team Manager and the parents should receive a copy of the account's monthly statement and they have the right to ask financial questions at any time as it is their money in the account.

- Any unforeseen payments that arise should be discussed with the parents before any transaction takes place.

- Ensure receipts are obtained or a copy provided for all transactions that take place. In general, receipts should be numbered in order for easy tracking and should contain the following information:

- date of transaction;
- service rendered / purpose of payment;
- company owing payment;
- company receiving payment;
- signature of individual accepting payment;
- amount;
- form of payment.

- When writing a cheque, the description line should always be filled out; and, if one is available, write the invoice number on the cheque. When selecting an account type, the team may want to select an account that will return used cheques with the monthly statements so that these notes are available for justification.

When organizing a team account **DO NOT**:

- Set up or allow the use of debit cards on the account
- Write cheques made out to cash

9. Team Activities:

The off-ice activities of the team can have a great impact on how a season unfolds. Some activities may be decided upon from the very start, such as fundraisers and team photos. Others may be more impromptu, such as team celebrations. Regardless of the goal, each activity is a great way to build team spirit. When organizing team activities note that some on-ice and off-ice activities need to receive approval from the Association as a sanctioned event to ensure insurance coverage.

1. Fundraisers

Teams may raise funds throughout the season. As a team, it is important to discuss what set costs and what extra costs the team will face throughout the year (from officials fees to a yearend celebrations). The Team Manager needs to ensure the team's goals are reasonable and that the team has the ability and dedication to perform the chosen fundraising initiative. A fundraising committee will often be formed to coordinate efforts. The team should be determining up front whether the fundraiser is a team event or on a per player basis and whether minimum participation levels are required/expected, etc.

Some fundraising suggestions (the Team Manager should check with local and provincial gaming Regulations prior to the selection of a fundraising activity):

- Bingos / casinos
- Auctions / raffles (donated items, auction off players to perform community chores)
- Sponsors
- BBQ or sit down dinner
- Sales: chocolates, magazines, pizza, cookies, etc.
- Car wash
- Bottle drive
- Shovel sidewalks

With certain fundraising activities, it is important to build community support for future years; therefore, it is important not to step on the toes of any other groups or to pressure anyone into donating funds.

All Fundraising events must be submitted to the VP Players for Board Approval.

2. Photos

League photo sessions are organized by the Association. The Team Manager will need to liaise with the coordinator and pass the information on to the team.

3. Celebrations

Team celebrations, planned or impromptu, are a great way to increase team spirit. The Team Manager's role is to ensure that all team members are included in the event and that the team continues to act in a respectful and sportsman-like manner as long as they are representing the team in public. As well, if team funds have been committed to the event, the Team Manager or Treasurer will need to make any necessary payments. Other off-ice events for team building include Holiday parties, pizza parties, movies, bowling, gym training, swimming, etc.

Year End Wrap-Up Party. A year end wrap-up party is a great way to thank all the parent volunteers and coaching staff for their dedication and assistance throughout the year. The team may want to consider creating or purchasing a thank you card / gift for those volunteers that went above and beyond to help the team. A final financial report should be presented at the year end (should be done even if there is no planned party), along with any rebates to players, and the bank account should be closed. This brings final closure to the season.

Communication with Families

In today's technological society, the best form of communication is that of email. Have each family on your team complete a parent player contact information form (see attached) to ensure you have the most up to date information for each family which will include an email address for each parent. If they can give you both a home and work email take them both.

There are times when last minute information needs to be provided to parents regarding a practice or a game. Not all parents go home and check email before they head out to hockey, so if you can catch them at work, it will avoid an embarrassing situation for both you and the parent.

You are also the liaison between the parents on your team and the head coach (unless the head coach has indicated otherwise). The coach's role is to teach and development hockey players, therefore if a parent has a concern regarding something about the team they should approach you first. If you are unable to answer the concern properly, then you take the matter to the coach. He will decide then if he will speak directly to the parent or have you go back to the parent. If the issue escalates, then your Vice-President should be contacted.

This is the proper procedure to be followed:

Parent to Manager

Manager to Coach

Coach to Vice-President Players

Vice-President Players to Board

Any other method will not be accepted.

The Team Manager's role is crucial to the successful operation of the team's season. The Manager acts as a central source of communication by implementing a strong communication philosophy between themselves, the coach, parents, players and all participants. Both the ability to work well with a variety of people and the ability to maintain a fair and consistent outlook are strong managerial attributes that will help to maintain communication between all members throughout the season.

While the Team Manager's role is one of in-depth involvement – from safety planning to financial planning to reporter to event organizer – there is no reason to become overwhelmed. The team is there to support and, through delegation, a 'divide and conquer' approach can be extremely efficient. Focus on the primary roles of organizing, planning and overseeing, take advantage of all available materials, such as the appendices and websites listed in this manual, and the season can be a successful one.

All the best to you & your team this season – Let's play hockey!

Appendix A Code of Conduct

CODE OF CONDUCT

This Code for Conduct identifies the standard of behaviour which is expected of all CYO members and participants, which for the purpose of this policy shall include all players, guardians, parents, coaches, officials, volunteers, directors, officers, committee members, convenors, team managers, trainers, administrators and employees involved in CYO activities and events.

CYO is committed to providing an environment in which all individuals are treated with respect. Members and participants of CYO shall conduct themselves at all times in a manner consistent with the values of CYO which include fairness, integrity and mutual respect.

During the course of all CYO activities and events, members shall avoid behaviour which brings CYO or the sport of hockey into disrepute, including but not limited to abusive use of alcohol, use of non-medical drugs and use of alcohol by minors.

CYO members and participants shall at all time adhere to CYO's operational policies and procedures, to rules and regulations governing CYO events and activities, and to rules and regulations governing any competitions in which the member participants on behalf of CYO.

Members and participants of CYO shall not engage in any activity or behaviour which interferes with a competition or with any player or team's preparation for a competition, or which endangers the safety of others.

Members of CYO shall refrain from comments or behaviours which are disrespectful, humiliating, demeaning, offensive, abusive, racist or sexist. In particular, behaviour which constitutes bullying, harassment or abuse will not be tolerated, and will be dealt with under CYO's Harassment & Abuse policy.

Failure to comply with this Code of Conduct may result in disciplinary action in accordance with the Discipline Policy of CYO. Such action may result in the member losing the privileges which come with membership in CYO, including the opportunity to participate in CYO activities and events, both present and future.

Player Code of Conduct:

As a CYO Player, I understand and acknowledge the following rules that form the Player Code of Conduct.

- 1) Play because **YOU** want to play, not because someone else wants you to play.
- 2) Participation in CYO (Oshawa) Hockey is not a right - it is a privilege.
- 3) Treat everyone fairly, regardless of colour, sexual orientation, religion, gender and place of origin.
- 4) **Physical abuse or the threat thereof, foul language or other forms of harassment towards others will not be tolerated.**
- 5) Show respect for the decisions, judgment and authority of the officials and timekeepers. Players, coaches and referees are all human and they make mistakes too.
- 6) Maintain self-control at all times. Refrain from demonstrations of frustration or anger after a penalty or game loss. Avoid unnecessary or exaggerated celebration of a goal scored or a game won that would embarrass or demean the opposing team.
- 7) Remember that you represent the CYO and the OMHA at all times and you are expected to act in an appropriate manner.
- 8) Show respect for your teammates, your opponents, Team management, referees and timekeepers.
- 9) **Play hard, play clean.** Every player on the ice, both your teammates and the opponents, deserves to go home without injury.
- 10) Acknowledge all good plays, both those of your team and those of your opponents. Without them, you wouldn't have a game.
- 11) Encourage and help rather than criticize your teammates.
- 12) Follow the rules laid out by Team management – all of them.
- 13) Respect the rules and decisions of the Coach and Team management which are made for the betterment of the team as a whole.
- 14) Adhere to the team dress code at games.
- 15) Report any violations of this code to Team management.

Parent Code of Conduct

Each parent on your team will be required to read and sign a parent code of conduct (see below). This document is to be kept with you at all times and used as a reminder should a parent not represent him/her self appropriately. **It is your responsibility to ensure that each player receives, reads and hands in a signed copy of this agreement.**

By the very nature of the game, hockey is physical and aggressive. When a game is as fast paced as hockey, it is sometimes inevitable that tempers will flare and poor judgment will occur. As parents, guardians and coaches it is our responsibility to encourage our children/players to play by the rules. We must remember that children learn best by example. When we show positive attitudes towards the game, other players and coaches as well as referees, our children will benefit.

As a Parent or Guardian I acknowledge the following rules on this Page 1 that form part of this Code of Conduct :

- 1) Participation in the CYO (OSHAWA) HOCKEY is not a right - it is a privilege.
- 2) Physical abuse or, the threat thereof, towards other parents, coaches, officials, members of the CYO Executive or players will not be tolerated.
- 3) Foul language or other forms of verbal abuse or harassment towards other parents, coaches, officials, members of the CYO Executive or players will not be tolerated.
- 4) Respect and adhere to all ideals, policies and rules determined by the CYO (OSHAWA) HOCKEY.
- 5) Ensure that my child's equipment is complete, safe and in good condition.
- 6) Respect the rules of the game, opponents, officials and their decisions.
- 7) Maintain self control at all times.
- 8) Encourage my child to attend as many games and practices as reasonably possible in a timely manner and to notify the coach ahead of time in regards to absences.
- 9) Respect the facilities either home or away in which my child is privileged to play.
- 10) Remember that both you and your child represent the CYO (OSHAWA) HOCKEY, OMHA, THE CITY OF OSHAWA AS WELL AS THE DURHAM REGION and are expected to act in an appropriate manner.
- 11) Show respect for the decision, judgment and authority of the officials and timekeepers. Players, coaches and referees are all human and they may make mistakes too.
- 12) Show respect for the feelings and abilities of my child, my child's team-mates and the players on the other team.
- 13) Accept the capabilities of my child and other players.
- 14) Refrain from demonstrations of frustration and anger at all times.
- 15) Avoid unnecessary or exaggerated celebration of a goal scored or a game won that would embarrass or demean the opposing team.
- 16) Acknowledge all good plays, both those of your team and the opposition.
- 17) Respect the rules and decisions of the coach which are made for the betterment of the team as a whole.
- 18) Avoid coaching from the stands.
- 19) Refrain from expressing opinions of coaches, players and parents from both my own team and my child's opposition in front of my own child or anyone else's.
- 20) Wait 24 hours as a cool down period before approaching a coach or member of the team staff as well as the executive with a concern or complaint.
- 21) Support the league and my team by voicing any concerns privately and not on public forums.
- 22) Refrain from excessive use of alcohol and tobacco in front of the players

As a parent or guardian of _____, a Participant in CYO (OSHAWA) HOCKEY ASSOCIATION, hereinafter called CYO Hockey, I agree to adhere to the CYO Hockey Parents Code of Conduct as attached hereto as Page 1. I fully understand that Violation of any provisions of this Code of Conduct by any parent, guardian, and relative of a participant or coach may result in an immediate suspension or expulsion from attending CYO Hockey events and or arenas for the remainder of the current and subsequent seasons by the offending individual. In severe cases, this suspension or expulsion may include family (including player) suspension or expulsion from CYO Hockey events and or arenas for the remainder of the current and subsequent seasons.

At any time, a parent or other spectator may be asked to leave the stands by a member of the executive to ensure that the game is played in a respectful environment.

The following are guidelines for the disciplinary Action that could occur for a violation of the Code of Conduct:

1st Offence - Not permitted in the rink side stands for the duration of the game.

2nd Offence - Ejection form the arena for the remainder of the season.

3rd Offence - Ejection of the offender and their child form the CYO HOCKEY for the remainder of the season and subsequent seasons.

In the event of an alleged violation of this Code of Conduct, the President, Director of Rules & Regulations, VP HL/LL/Rep and V.P. Hockey Operations will be notified immediately and a hearing will be held as soon as possible. The hearing shall be attended by aforementioned executive members or a designate from the Executive and at least three other members of the Executive and they shall adjudicate the alleged violation in any manner deemed required after hearing from all involved parties. I further agree that the decision of the Committee is final at the CYO Hockey level. This agreement applies to all CYO HOCKEY affiliated events and teams. I understand failure to sign this PARENTS CODE OF CONDUCT will result in my child not being able to play CYO HOCKEY.

I, _____ acknowledge having read this agreement and irrevocably agree to be bound by it for the duration of the 2014/2015 season. This agreement applies to all CYO HOCKEY affiliated events and teams.

Parent Name: _____

Signed: _____

Dated: _____

Appendix B

SAFETY REQUIRES TEAMWORK *AN EMERGENCY ACTION PLAN FOR HOCKEY*

EQUIPMENT LOCATIONS

Please locate and identify areas on above map:

i.e., first aid room, routes for ambulance crew, telephones, emergency exits, etc.

Arena/Facility name: _____

Address: _____

Telephone number: _____

Emergency Telephone Numbers

Emergency _____

Ambulance _____

Fire Dept _____

Hospital _____

Police _____

General _____

Other _____

1. Charge Person

- Most qualified person available with training in first aid and emergency response
- Familiarize yourself with arena emergency equipment
- Take control of an emergency situation until medical personnel arrive
 - Assess injury status of player



2. Call Person

- Location of emergency telephone
- List of emergency telephone numbers
 - Directions to arena
- Best route in and out of arena for ambulance crew
- Communicate with Charge Person and Control Person



3. Control Person

- Ensure proper room for Charge Person and ambulance crew
 - Discuss emergency action plan with:
 - Arena staff
 - Officials
 - Opponents
 - Ensure that the route for the ambulance crew is clear and available
 - Seek highly trained medical personnel (i.e., MD, nurse) to assist injured player if requested by Charge Person
 - Discuss player's injury and status with parents.

Appendix C

		
MEDICAL INFORMATION SHEET		
Name: _____		
Date of birth: Day _____ Month _____ Year _____		
Address: _____		
Postal Code: _____ Telephone: (_____) _____		
Mother's Name: _____ Father's Name: _____		
Business Telephone Numbers: Mother _____ Father _____		
Alternate emergency contact (if parents are not available)		
Name: _____ Telephone: _____		
Address: _____		
Doctor's Name: _____ Telephone: (_____) _____		
Dentist's Name: _____ Telephone: (_____) _____		
Date of last complete physical examination: _____		
* Before a player participates in a hockey program, any medical condition or injury problem should be checked by that individual's family physician.		
Please circle the appropriate response and provide details below if you answer "Yes" to any of the questions.		
Yes	No	Previous history of concussions
Yes	No	Fainting episodes during exercise
Yes	No	Epileptic
Yes	No	Wears glasses
Yes	No	Are lenses shatterproof
Yes	No	Wears contact lenses
Yes	No	Wears dental appliance
Yes	No	Hearing problem
Yes	No	Asthma
Yes	No	Trouble breathing during exercise
Yes	No	Heart Condition
Yes	No	Diabetic - Type 1 _____ Type 2 _____
Yes	No	Medication
Yes	No	Allergies
Yes	No	Wears a medical information bracelet or necklace For what purpose? _____
HOCKEY TRAINERS CERTIFICATION PROGRAM		

Appendix C cont'd

		
Yes	No	Has any health problem that would interfere with participation on a hockey team
Yes	No	Has had an illness that lasted more than a week and required medical attention in the past year
Yes	No	Has had injuries requiring medical attention in the past year
Yes	No	Has been admitted to hospital in the last year
Yes	No	Surgery in the last year
Yes	No	Presently injured. Injured body part: _____
Yes	No	Vaccinations up to date
		Date of last Tetanus Shot: _____
Yes	No	Hepatitis B vaccination

Please give details if you answered "Yes" to any of the above. Use separate sheet if necessary

Medications: _____

Allergies: _____

Medical conditions: _____

Recent injuries: _____

Any information not covered above: _____

I understand that it is my responsibility to keep the team Hockey Trainer advised of any change in the above information as soon as possible. In the event of a medical emergency and that no one can be contacted, team management will arrange to take my child to the hospital or a physician if deemed necessary.

I hereby authorize the physician and nursing staff to undertake examination, investigation and necessary treatment of my child.


I also authorize release of information to appropriate people (coach, physician) as deemed necessary.

Date: _____ Signature of Parent or Guardian: _____


Disclaimer: Personal information used, disclosed, secured or retained will be held solely for the purposes for which it is collected and in accordance with the National Privacy Principles contained in the Personal Information Protection and Electronic Documents Act.

HOCKEY TRAINERS CERTIFICATION PROGRAM

Appendix D



HOCKEY CANADA SAFETY PROGRAM
Player / Team Injury Log



Player/Team: _____ Safety Person: _____


Date	Name	Injury Description	Management (ice/treatment/tape)	Follow-up/Recommendations	Hockey Canada Injury Report Submitted	Return to play form Requested	Return to play form Received	Safety Person Initials

Note: This log should report, at minimum, each time:

- A player is removed for the remainder of the game due to an injury sustained during play.
- A player is injured during a practice whether on or off ice.
- A player is forced to leave a game or practice for unknown medical reasons.
- A player is injured during a hockey related event.


Note: If an injury requires medical referral and/or hospitalization, complete and submit a Hockey Canada Injury Report.

Appendix E



HOCKEY CANADA INJURY REPORT

PAGE 2/2



PHYSICIAN'S STATEMENT

Physician: _____ Address: _____ Tel: (____) _____

Name of Hospital / Clinic: _____ Address: _____

Nature of Injury: _____ Date of First Attendance: _____

_____ Claimant will be totally disabled:

_____ From: _____ To: _____

Is the injury permanent and irrecoverable? No Yes

Give the details of injury (degree): _____

Prognosis for recovery: _____

Did any disease or previous injury contribute to the current injury? No Yes (describe): _____

Was the claimant hospitalized? No Yes (give hospital name, address and date admitted): _____

Names and addresses of other physicians or surgeons, if any, who attended claimant: _____

I certify that the above information is correct and to the best of my knowledge.

Signed: _____ Date: _____

DENTIST STATEMENT

Limits of coverage: \$1,250 per tooth, \$2,500 per accident
Treatment must be completed within 52 weeks of accident

<p>Patient</p> <p>Last name _____ Given name _____</p> <p>Address _____</p> <p>City / town _____ Province _____ Postal Code _____</p>	<p>UNIQUE NO. SPEC. PATIENT'S OFFICIAL ACCOUNT NO.</p> <p>_____</p>
<p>Dentist</p> <p>_____</p> <p>PHONE NO _____</p>	<p>I HEREBY ASSIGN MY BENEFITS PAYABLE FROM THIS CLAIM DIRECTLY TO THE NAMED DENTIST AND AUTHORIZE PAYMENT DIRECTLY TO HIM / HER</p> <p>SIGNATURE OF SUBSCRIBER _____</p>

<p><small>FOR DENTIST USE ONLY - FOR ADDITIONAL INFORMATION, DIAGNOSIS, PROCEDURES OR SPECIAL CONSIDERATION.</small></p> <p>DUPLICATE FORM <input type="checkbox"/></p>	<p>I UNDERSTAND THAT THE FEES LISTED IN THIS CLAIM MAY NOT BE COVERED BY OR MAY EXCEED MY PLAN BENEFITS. I UNDERSTAND THAT I AM FINANCIALLY RESPONSIBLE TO MY DENTIST FOR THE ENTIRE TREATMENT.</p> <p>I ACKNOWLEDGE THAT THE TOTAL FEE OF \$ _____ IS ACCURATE AND HAS BEEN CHARGED TO ME FOR THE SERVICES RENDERED.</p> <p>I AUTHORIZE RELEASE OF THE INFORMATION CONTAINED IN THIS CLAIM FORM TO MY INSURING COMPANY/PLAN ADMINISTRATOR.</p> <p>SIGNATURE OF (PATIENT/GUARDIAN) _____ OFFICE VERIFICATION _____</p>
---	--

DATE OF SERVICE DW / MO. / YR.	PROCEDURE	INITIAL TOOTH CODE	TOOTH SURFACE	DENTIST'S FEE	LAB CHARGE	TOTAL CHARGE

THIS IS AN ACCURATE STATEMENT OF SERVICES PERFORMED AND THE TOTAL FEE DUE AND PAYABLE & OE. TOTAL FEE SUBMITTED

NOTE: All benefits subject to insurer payer status, provisions of the policy. Hockey Canada sanctioned events.

Mail completed form to:

Hockey Canada 801 King Edward Avenue, Suite N204 Ottawa, Ontario K1N 6N5	Tel: 613-562-5677 Fax: 613-562-5676 www.hockeycanada.ca
--	---

Appendix F
CYO Tournament Entry Request

Team name: CYO, Durham Crusaders	Division:	
Head Coach:	Phone:	Email:
Manager:	Phone:	Email:
Tournament Request		
Tournament name:		
Center Name:		
Center Website:		
Category entered:		
Sanctioning Body:		
Date:		
Chairperson and contact info:	Name: Phone: Email:	

CYO Exhibition Entry Request

Team name: CYO, Durham Crusaders	Division:	
Head Coach:	Phone:	Email:
Manager:	Phone:	Email:
Exhibition Game Request		
Tournament name:		
Center Name:		
Center Website:		
Category entered:		
Sanctioning Body:		
Date:		
Chairperson and contact info:	Name: Phone: Email:	

Appendix G

Team Payments Schedules

<u>REP (AE & CC)</u>	Total Due	1st Payment Due	1st Payment Amount	2nd Payment Due	2nd Payment Amount	3rd Payment Due	3rd Payment Amount
Atom CC	\$ 8,100.00	Aug 8th	\$ 2,700.00	Sept 5th	\$ 2,700.00	Oct 3rd	\$ 2,700.00
Atom AE	\$ 9,300.00	Aug 8th	\$ 3,100.00	Sept 5th	\$ 3,100.00	Oct 3rd	\$ 3,100.00
Peewee CC	\$ 15,410.00	Aug 8th	\$ 5,136.00	Sept 5th	\$ 5,136.00	Oct 3rd	\$ 5,136.00
Peewee AE	\$ 15,410.00	Aug 8th	\$ 5,136.00	Sept 5th	\$ 5,136.00	Oct 3rd	\$ 5,136.00
Bantam CC	\$ 15,410.00	Aug 8th	\$ 5,136.00	Sept 5th	\$ 5,136.00	Oct 3rd	\$ 5,136.00
Midget CC	\$ 15,410.00	Aug 8th	\$ 5,136.00	Sept 5th	\$ 5,136.00	Oct 3rd	\$ 5,136.00

<u>LOCAL LEAGUE</u>	Total Due	1st Payment Due	1st Payment Amount	2nd Payment Due	2nd Payment Amount	3rd Payment Due	3rd Payment Amount
Peewee	\$ 13,060.00	Aug 8th	\$ 4,353.00	Sept 5th	\$ 4,353.00	Oct 3rd	\$ 4,354.00
Bantam	\$ 13,060.00	Aug 8th	\$ 4,353.00	Sept 5th	\$ 4,353.00	Oct 3rd	\$ 4,354.00
Midget	\$ 13,060.00	Aug 8th	\$ 4,353.00	Sept 5th	\$ 4,353.00	Oct 3rd	\$ 4,354.00