

EMASS Roles, Responsibilities, Policies, and Procedures

Updated February 2026

This document provides operational guidance to assist the Commissioner, Board members and others in leadership roles in governing the operations of Eastern Massachusetts Senior Softball (EMASS) league. This document is derived from the EMASS by-laws and those by-laws govern everything described herein.

RESPONSIBILITIES OF EMASS ADMINISTRATION

A. Of primary importance to members

1. Communications: website, registration, schedule
2. Divisions of play: managers, rosters, pool players
3. Fields: permits, maintenance, restroom facilities
4. Equipment: procurement, upkeep, inventory
5. Umpires: recruiting, training, assigning, evaluating

B. Of secondary importance to members

1. Finances/Insurance
2. Rules/Policies & Procedures
3. Code of Conduct
4. Election of Board and Officers
5. By-laws

C. Important for a positive experience, but not essential to games

1. Recruitment of new members
3. Social events: banquet, barbecues, outings, etc.
4. Family contact
5. Celebration

EMASS Roles, Responsibilities, Policies, and Procedures

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EMASS ROLES

Each of the leadership roles in EMASS is described below. The first three (Commissioner, Secretary and Treasurer) are required in our bylaws. All other leadership roles have evolved to support efficient and effective operations of the EMASS league.

One responsibility of every role described below is to plan for succession. This means:

1. Identifying a backup person who can cover your role's responsibility during any temporary absence.
2. Identifying candidates and soliciting a successor for your role prior to announcing your withdrawal from a given role.

Succession planning should be discussed openly and with the help of the Board wherever practical.

COMMISSIONER

The Commissioner shall preside at all meetings of the Board. The responsibilities of the Commissioner include:

1. Schedule, convene and lead Board meetings.
2. Act as the principal spokesperson for EMASS with respect to the general public.
3. Serve, ex-officio (i.e. non-voting), on all Committees created by the Board.
4. Appoint one or more Assistant Commissioners to assist in fulfilling the duties of the Commissioner.
5. Take actions as directed by the Board from time to time.

In the event of his absence from a Board meeting, the Commissioner may appoint another Board member to preside at such Board meeting by notifying the Secretary of such designation. In the absence of such designation, the Board shall appoint a Board member to serve in such capacity for a particular meeting.

The Board meeting templates provided in the Appendix of this document capture the operational timeline of Commissioner responsibilities and activities.

SECRETARY

The Secretary shall serve as the Clerk of the Association and shall be a Massachusetts resident.

The responsibilities of the secretary include:

1. Ensure that all notices are published and distributed as required by the Association, its Directors and Officers and by the By-Laws:
 - a. Notify members of place, date and time of Annual meeting date at least 10 days prior.
 - b. Notify members by Aug 15 that the Board will be preparing a slate of candidates and that if they are interested in serving they should notify the Secretary by September 15.
 - c. Election notices as prescribed in the by-laws.
2. Ensure the timely filing of the reports to the Commonwealth of Massachusetts, for keeping a roll call of those present at all meetings, for keeping minutes of all meetings and shall be the repository of all Association documents.
3. Maintain up-to-date versions of all publicly available governance documents so they are available as downloads from the EMASS website including:
 - a. EMASS By-laws
 - b. EMASS Roles, Responsibilities, Policies, and Procedures
 - c. EMASS Board Minutes
 - d. EMASS Budget
4. Perform other actions as may be directed by the Board from time to time including, without limitation: ensuring that the Registrar maintains a data base of all Members of the Association; maintaining the official Association records; and preparing and distributing minutes of all meetings.
5. Ensure the Board adheres to the By-laws and to the Policies and Procedures defined herein.
6. Compile changes and improvements to this Roles, Responsibilities, Policies, and Procedures document during each year. Submit those changes for approval as needed, or at least once per year.

The Secretary shall be entitled to appoint one or more Assistant Secretaries to assist the Secretary in fulfilling the duties of the office of Secretary. Any such Assistant Secretary shall be a Member of the Association, shall be subject to Board approval and may attend all Board meetings.

Treasurer

PROCEDURES (as of December 2024):

Operating Account: Bank of America checking account

Investment Account: Fidelity – Money Market Mutual Fund

Accounting System: QuickBooks, currently provided by Arthur Priver

Day to Day:

Membership fees are received throughout the year by credit card through the website. Credit card proceeds, net of reimbursements and fees, are automatically deposited to the Association's checking account on a weekly basis. If reimbursements exceed payments received in the week, a withdrawal is automatically taken from the checking account. The Treasurer coordinates with the Registrar the membership checks received. The Registrar maintains Association memberships and outstanding accounts.

There may be other events for which the Association collect fees, such as the Banquet.

Obligations of the Association are generally paid by check, however one debit card tied to the checking account has been issued and is the responsibility of the Equipment Coordinator. The Equipment Coordinator is responsible for providing receipts for purchases using the debit card. Frequently Board members, and less frequently Association members, are reimbursed in a timely manner for expenses incurred on behalf of the Association. Receipts are required.

Accounts are reconciled monthly within QuickBooks.

Monthly Balance Sheets and Income Statements are generated from QuickBooks and provided to the Board. Any inquiries are researched and answered.

Tax Filings:

As a tax-exempt 501(c) charitable organization, the Association has no income tax obligations, however tax filings are still required.

Annually the Association must file a Form 990-EZ form in electronic form. A website which facilitates this is efile.form990.org at minimal cost. Deadline for filing is May 15th (15th day of the 5th month following end of tax period).

Annually the Association must provide 1099-NECs to individuals by January 31 and file the 1099 form with the IRS by February 28 for all payments over \$600 to individuals (EMASS Umpires). QuickBooks facilitates this process. EMASS Umpires are set up as 1099 vendors in QuickBooks with the required information (address, phone, social security number).

Budget:

Annually work with a committee of the Board to prepare a budget to be presented and recommended to the full board for approval.

Past practices included:

1. Budget Committee members included the Commissioner, Treasurer, Asst. Treasurer, Registrar, Field Coordinator, and Equipment Coordinator
2. Kickoff meeting held in November/December
3. Annual budget developed and approved in December/January, but necessary revisions made after annual membership enrollment (April). Number of teams, games, fields and revenues provide insight into necessary revisions. Also, annual cost increases can be taken into consideration. The Board approves the revised budget.
4. Target a sustainable annual plan where expenditure does not exceed revenue.

5. Expenditures which are deemed necessary or important to the Board which require savings to be used are approved by the Board and noted in the minutes.

Insurance:

There are two types of insurance the Association carries.

1. Directors & Officers Liability – Marshall Insurance Agency, Christopher Jones, PO Pox 43, 211 Main Street, Marlborough, MA 01752 598.480.8808
2. Liability Insurance – Provided through USA Softball and is part of the annual registration process approximately \$60 per team (Paul Murphy, usasoftballma@gmail.com)

OTHER EMASS LEADERSHIP ROLES (some may be held by non-board members)

1. Assistant Commissioner
2. Division Coordinators
3. Equipment Manager
4. Field Coordinator
5. Rules Coordinator
6. Registrar
7. Webmaster
8. Player Representative
9. Banquet Coordinator
10. Special Events & Activities Coordinator
11. Family Contact
12. Family Games Coordinator
13. Scheduling Coordinator
14. Player Recruitment Coordinator
15. Nominations and Elections Committee
16. New Player Showcase Coordinators
17. Fall Ball Coordinators

ASSISTANT COMMISSIONER

The Assistant Commissioner acts as a backup Commissioner (as designated by the Commissioner) should the Commissioner be unavailable (holiday, medical leave, or other reasons) for some EMASS decision or communication that is usually the Commissioner's responsibility. The primary responsibilities of the Assistant Commissioner are:

1. **Executive Committee.** Act in an advisory role on challenges and decisions where the Commissioner seeks advice or an independent perspective.
2. **Succession Planning.** Listen, act and prepare to be the stand-in Commissioner when needed or the next Commissioner when the current Commissioner steps down. If the Assistant Commissioner is not the consensus successor, then solicit, select and prepare a candidate to succeed the Commissioner. Work with incumbents in other roles to identify successors, solicit successors and assist in transitioning roles as needed.

DIVISION COORDINATORS

The Division Coordinators of EMASS ensure the planning and execution for a specific division. Each division has its own identity and much of this flows from the leadership of the Division Coordinator. This role requires several hours of effort each month and good communication skills. The primary responsibilities are:

1. **Manager Assignment.** Recruit managers who will uphold EMASS values and can work together and communicate effectively. This is a year-round priority in every division. Get Board approval of all manager selections or terminations.
2. **Team Balance.** Establish balanced teams of players and keep teams balanced as the season unfolds. *This is a most important and time consuming responsibility.*
 - a. Creating teams: Assign or arrange to draft players so that each team has coverage across all positions, enough runners and relatively balanced hitting and fielding skills. Balancing rosters is an inherently subjective challenge. From the previous season the Division Coordinator should have evaluations of all players to support a more objective analysis.
 - b. Adjusting teams. During the season, some imbalances will surface. Division coordinators may adjust rosters as needed, preferably by adding new players. Moving player(s) from one team to another may be necessary, if other means of balancing rosters are not available.
 - c. Roster changes should be minimized. Division coordinators need to understand manager perspectives, team needs and player skills. Roster moves are Division Coordinator decisions, there need not be manager consensus.
 - d. Division Coordinators communicate all roster changes to those involved.
3. **Schedules.** In collaboration with the Schedule Coordinator, propose the season schedule or any subsequent schedule changes to the Board for approval.
4. **Communications.** Communicate the schedules, rosters, roster changes, schedule changes, safety notices, rule changes, equipment needs and other EMASS information across the division. Attend Board meetings to present division status, challenges and feedback. Conduct manager meetings as needed to collect feedback on rule changes, rosters, schedules, and other league decisions.
5. **Rules.** Participate in Rules Committee to represent division decisions in any rules changes. Invite Rules Coordinator to manager meetings where potential rule changes are on the agenda.
6. **Scoring and Standings.** Collect the scores from games each week and post them on the website, so that the results and division standings are consistently up-to-date.
7. **Inclement Weather.** Check weather reports and field conditions to ensure that it is safe to play. Communicate cancellations with managers, umpires, and with the entire division by 7am on game day. Be familiar with particular Town permits and follow prescribed behaviors. Notify Board when games are cancelled.
8. **Pool Players.** Manage a pool of substitute players and assign to teams as needs arise in any given week. Managers should alert Coordinator a few days in advance if their roster availability falls below 12 players. The basic rule-of-thumb for assigning appropriate pool players is to *fill the void with missing skills but without making the team stronger.*

9. **Player Skill Inventory.** To make it straightforward to create teams in the next year, work with managers to develop skill assessments across the division's player inventory. Players should be listed by position as well as a numeric assessment (preferably, 1=low to 5=high) across some basic skills: Hitting for average, hitting for power, fielding, throwing, running, and teamwork. These skill rankings should be consolidated and maintained by the Division Coordinator. Division Coordinators should ensure any player lists and rosters they distribute publicly are not rank ordered or draft choice ordered. Positional ordering or alphabetical ordering can be helpful. Division Coordinators should share ratings of players who move to or add a different division the following year.
10. **Issue resolution.** Work with Player Rep, players and managers to resolve any personnel issues that may arise in EMASS games or events.
11. **Event Management.** Plan/execute division events such as manager meetings and end-of-season gatherings.

Division Coordinator Timeline

November

Attend EMASS Banquet. Present awards
Start identifying and soliciting managers for next year.
Ensure that all ratings have been compiled

December

Gather input and suggestions for adjustments/changes, (i.e. prepare for winter Rules Committee meeting.)

January

Continue soliciting managers.
Registration opens in February.
Attend Rules Committee meeting

February

Communicate with previous year players to remind them to register.
Finalize number of teams and manager selections.
Get Board approval of all manager selections.

March

Monitor registrations for enrollments in the division offering.
Agree on roster assignment process with the managers.
Review and finalize division schedules.

April

Pre-season managers' meeting – finalize team rosters, review manager responsibilities.
Keep the teams to ~15 players and maintain surplus candidates on a waiting list.
Notify webmaster to Post team rosters and schedules on website and notify all players.
Assess team balance after preseason games.
Collect and post scores, assign pool players as needed, monitor weather.

May

Assess new players, re-balance teams as needed.
Collect and post scores, assign pool players as needed, monitor weather.

June

Collect and post scores, assign pool players as needed, monitor weather.

July

Mid-season manager checkpoint (meeting or communication).
Collect and post scores, assign pool players as needed, monitor weather.

August - September

Plan and communicate the end of season events.
Collect and post scores, assign pool players as needed, monitor weather.

September

Manage the end of season events
Create the playoff bracket and schedule.
Communicate and manage the voting for any awards.

October

Communicate the winning team for the playoffs and get a picture of winning team.
Assess all player skills and update the skills inventory for forming next year's teams.
Collect and organize player assessments for next year.
Solicit feedback from managers to identify improvements for next season.
Determine if/how many new managers will be needed.

EQUIPMENT MANAGER

The role of the Equipment Manager is to ensure that all equipment used in EMASS games is functional, safe and available at the fields. This role requires several hours per month during the season and several hours per year in the off-season for coordination, purchasing, field trips and Board meetings. The primary responsibilities of the Equipment Manager are:

1. **Awareness.** Maintaining and forecasting an inventory of all necessary EMASS equipment including pitching screens, bases, measuring devices, batting mats, scorebooks, scoreboards, first aid kits, home plates, balls, spray chalk, and uniforms.
2. **Equipment procurement.** Procuring additional inventory when supplies are diminished.
3. **Equipment storage.** Ensuring that equipment is stored appropriately in the off-season and stored at the fields and accessible during the season. Communicate storage lockers and lock accessibility to all division coordinators.
4. **Field checks and delivery.** Ensuring that equipment storage and inventory at all fields are in good working order and accessible.
5. **Uniform distribution.** Distribute new uniforms (T-shirts and hats) to new players identified by division coordinators during pre-season games.

Equipment Manager Timeline

January

Determine new equipment needs for upcoming season.

Order shirts to replenish inventory

Order scorebooks to replenish inventory to match anticipated number of teams.

February

Procure new equipment for upcoming season.

March

Procure new equipment for upcoming season.

Deliver equipment storage units to fields with required equipment: Pitching screen, home plate, 2 mats, 5 bases, 1 scoreboard, 1 measuring tape, 1 first aid kit, spray chalk.

April

Solicit a list of all new players/teams from registrar.

Distribute uniforms to all new players before start of regular season.

Deliver 1 scorebook to each team manager.

Ensure that game balls are available for all games.

May-September

Communicate any equipment issues to and from the Division Coordinators.

Fulfill equipment requests as directed by the Board.

October

Ensure that equipment is stored appropriately for the off-season.

Determine equipment inventory at season-end and needs for next season.

November/December

Determine new equipment needs for upcoming season.

Order softballs for next year

Ordering Information as of 2025. (Vendors may change if prices indicate)

Ordering Information

1) **Softballs:**

A.D. Starr. Web Site: www.adstarr.com

Softball is a Tattoo K -Composite Cover Poly Core, ASA Certified, Model Number: AT1252PC, (52 core/ 300 lbs.)



TATTOO 12" (52 COR/300 LBS) ASA Composite Cover
Item #: AT1252PC

2) **Shirts and Hats:**

Steve Elkinson

Email: steve@promotional-partners.com Tel. No: 508-942-5833

3) **Scorebooks**

Dick's Sporting Goods

Website: www.dickssportinggoods.com

4) **Pitching Screens**

Pitch Safe

Tel. No. 877-299-5332

Web Site: www.pitchsafe.net

5) **Batter's Boxes On Deck**

Sports 800-365-6171

Web Site: www.ondecksports.com

6) **Bases**

Epic Sports 888-269-

2440

Web Site: www.epicsports.com

FIELD COORDINATOR

The role of the Field Coordinator is to ensure that all fields are coordinated with local authorities, maintained well, and available during the EMASS season. This role requires a few hours per month during the season and several hours per year in the off-season for coordination, planning, field trips and Board meetings. The primary responsibilities of the Field Coordinator are:

1. Identify and coordinate fields for the next season.
2. Act as the liaison between EMASS and the local town/city authorities who authorize our use of fields.
3. Negotiate field costs and work with budget committee on next season's budget.
4. Submit required field use applications and certificates of liability.
5. Approve invoices and arrange for payments to Towns.
6. Coordinate with the parks and recreation departments of various towns to maintain good relations, secure access to restrooms, and monitor field conditions.
7. Coordinate with EMASS Scheduling Coordinator to ensure field availability.

Field Coordinator Timeline

October/November

Explore field availability and costs for next season.

Enlist the aid of EMASS members to identify potential fields. Follow up with visits to the fields.

December

Meet with the budget committee. (Field costs are approximately 40% of the budget.)

February

Submit field use applications and certificates of liability to all planned field authorities. Arrange appropriate invoice/payment plan. Wayland's application and permit are for their Spring Season. The Wayland Spring Season runs through late June and is the first of three seasons.

Submit field use application and certificate of liability to Framingham. Framingham requires that the permit be signed and submitted by a Framingham resident. Framingham's application and permit runs through late August. EMASS does not make field rental payments to Framingham. Instead, Framingham charges and periodically bills EMASS for field prep.

April

Submit field use application and payment to Wayland for their "Summer Season," which runs through late August.

July

Submit field use application and payment to Wayland for their "Fall Season," which runs through late November.

August

Submit field use application to Framingham for the period from late August through the end of the EMASS season, including playoffs and Fall Ball. Again, this must be signed and submitted by a Framingham resident.

Fridays throughout the season: The Framingham Parks Scheduler emails contact information for the two-man crew scheduled to prep the fields on Saturday morning. This information should be passed along to the Colonial and National Division Coordinators. If the coordinators cancel games, it is their responsibility to notify the parks crew of the cancellation. As long as this is done by 6:00am, the fields will not be prepped and EMASS will not be charged.

Field Contact Information as of 2026

Medfield

Katie Walper, Parks & Recreation, Parks Supervisor

kwalper@medfield.net

124 North Street, Medfield, MA

508-350-7030

(c)508-359-2715

Eric Malmquist - part time grounds keeper 2025

malmquist30@yahoo.com

Medfieldrec.com

Wayland

Christine Baldwin, Park and Rec, Assistant Recreation Director

(508) 358-3664

cbaldwin@wayland.ma.us

Town of Wayland

41 Cochituate Road, Wayland, MA 01778

Framingham Parks, Recreation & Cultural Affairs

Jim Snyder, Director Phone: [\(508\) 532-5960](tel:5085325960)

Barbara Silva 508.532.5960

bsilva@framinghamma.gov

Maria Soma 508-532-5963 (Office Manager)

Address: 475 Union Ave, Framingham, MA 01702

Parks.recreation@FraminghamMA.gov

(A Framingham resident must be the contact person with Framingham Park & Rec.

In 2026, the contact person is George Fishman, with assistance from S Bober.)

Marlborough

Charles Thebado, Recreation Director

239 Concord Rd, Marlborough, MA 01752

508.624.6925

cthebado@marlborough-ma.gov

Tom Hall is the primary EMASS contact person with Marlborough.)

Ashland

Mike Colantonio

(508) 380-8658

ashlandfishandgameclub@gmail.com

RULES & UMPIRE COORDINATOR

The role of the Rules & Umpire Coordinator is to govern the rules for EMASS games, ensure that all rule changes are communicated to the membership, and plan and coordinate umpires for most EMASS games. This role requires a few hours per week to schedule umpire slots during the season and several hours during the year for rules committee meetings, recruit umpires, update rules, and attend Board meetings. The primary responsibilities of the Rules & Umpire Coordinator are:

1. **Awareness.** Stay connected with division coordinators, Board members, Umpires, and EMASS membership to understand the pros and cons of EMASS rules, rule changes and membership concerns.
2. **Rules committees.** Create and chair committees convened by the Board to investigate and recommend any rule changes. Normally, rules committees include Division Coordinators and their Assistant Coordinators, if any.
3. **Maintain EMASS Rules.** Maintain the rules of EMASS softball, and the Player/Manager Guidelines, and ensure they are updated and posted on the EMASS website and provide interpretations of any rules that are unclear or questioned. Attend meetings of Division Committees considering rule changes and serve in an ex-officio capacity (i.e. non-voting).
4. **Recruit umpires.** Recruit returning and new umpires from EMASS membership.
5. **Umpire scheduling.** Provide at least a week lead time to ensure that the umpires are available to work all the scheduled games. Make adjustments to the schedule as conflicts arise.
6. **Umpire payroll.** Reconcile the monthly pay accounting for the EMASS treasurer. Provide a basis for umpire paychecks at the end of each month.
7. **Scoring.** After games have been completed, ensure official scores are reported to the division coordinator.
8. **Resolve rule disputes.** Review all the facts and circumstances regarding any protest, dispute, or question regarding the interpretation of existing rules, regulations, and policies.
9. **Code of Conduct Violation.** Along with Division Coordinator and Player Representative, ensure that any code of conduct violation is addressed as required in the EMASS bylaws. See <http://www.e-mass.org/content/3391/Code-of-Conduct>. Investigate any reported violation including interviewing witnesses, obtaining a written response from the member charged with the violation, and submitting a written report to the Board of Directors of findings and recommendations.
10. **Communication.** Communicate all rule changes with division coordinators and ensure that umpires, managers and members are informed of the EMASS rules and rule changes. Ensure that the website is up to date with the EMASS rules. Collaborate with division coordinators to assist in discussing and resolving any umpire disputes among players, managers and umpires.
11. **Umpire training.** Solicit umpire feedback and provide general and specific training for EMASS umpires as needed to reflect member and Board feedback.
12. **USA Liaison.** Act as the liaison between EMASS and Massachusetts USA Softball. Coordinate with Massachusetts USA Softball in arranging for competent USA Softball

umpires assigned to games of weekend EMASS divisions as needed. Primary Contact: Buddy Brooks (asabud@aol.com – (617) 212-5552) and State Commissioner: Phil McElroy (phil.mcelroy14@gmail.com – (617) 417-9281).

13. **Ground Rules.** Develop and publish Ground Rules for all fields used by EMASS. Communicate Ground Rules to umpires as part of training.

Rule Change Process (2024)

The process of considering rule changes, particularly prior to the start of the upcoming season, is at the discretion of Rules & Umpire Coordinator and the Board of Directors. EMASS strives to keep rules consistent across all divisions. However, based on the wide range of ages and athleticism of our members, some rules are unique to particular divisions. The process for a rule change is generally as follows:

1. Form a Rules Committee that embodies a cross section of the league. The committee is composed of the Division Coordinators or their delegate.
2. The Rules Committee meets and discerns alternatives.
3. All rule changes require 4 of the 6 divisions to approve before being considered for Board approval. In other words, no single division has veto power over a rule, regulation, or policy recommended to be used across all of EMASS.
4. Any division may propose to be exempt or have a special rule that differs from EMASS. It is not uncommon for divisions at our league's extremes (Colonial/Pacific and Pioneers) to have a few rules that run contrary to EMASS rules.
5. Create a summary of proposed rule and policy changes and present them to the Board of Directors for approval.
6. Update the league's rules in accordance with the Board of Directors' approvals.
 - I. Update EMASS rule book and work with Webmaster to post on EMASS website.
 - II. Update EMASS/USA rulebook to be used only by USA Softball umpires.

The difference between the two rulebooks is that the former includes many USA Softball rules as a means of ensuring our members are aware of important USA Softball rules. The version maintained for USA Softball does not include these rules since they are found in the USA Softball rule book.
7. Inform the EMASS membership, umpires and the USA Softball primary contact of any changes in league rules and provide them with the interpretation of rules added or modified.
8. Create and update the EMASS Rules Forum Page on the website. The purpose of the rules forum is to improve the knowledge of managers, umpires and members on the correct interpretation of EMASS rules, especially those where misinterpretations are common.

Rules & Umpire Coordinator Timeline

January-February

- Form a Rules Committee with representation across divisions.
- Schedule meeting of the Rules Committee
- Solicit umpires for the upcoming season.

February

- Finalize EMASS umpire crew for the upcoming season.

March

- Ensure Rules Committee meetings have concluded at least one week before March meeting of the EMASS Board.
- Summarize proposed rules and policy changes, present them to the EMASS Board, and gain approval from the EMASS Board.
- Communicate with all umpires to understand availability (divisions, holidays, personal conflicts).

April

- Update any rule and policy changes approved by the EMASS Board, ensure the changes are uploaded to the EMASS website, and communicated to umpires and EMASS membership.
- Pre-season umpire meeting to review expectations, schedule planning, and rule changes.
- Review feedback from last season and provide training updates for all EMASS umpires.

May-August

- Record ideas and observations communicated by members about potential rule changes.
- Publish updates to the Rules Forum web page.
- Schedule umpires for each week with 1 to 2 weeks of advance notice.
- Ensure scores are communicated with division coordinators.
- Maintain umpire bookkeeping to support monthly EMASS umpire paychecks.
- Communicate any relevant Board directives to and from umpires.

September,

- Schedule umpires for playoffs with 1 to 2 weeks advance notice.

October, November, December

- Solicit feedback on current rules or suggested new rules.
 - Solicit and consolidate umpire feedback from the previous season.
 - Identify which umpires will return for next season. Solicit new umpires.
-

REGISTRAR

The Registrar manages the registration process and collection of enrollment fees. The primary responsibilities of the Registrar are:

1. **Create registration program.** Define each division offering, pricing, scheduled timeslots, field timeslots, team configurations, managers and rosters.
2. **Monitor registration.** Monitor and respond to all registration questions and report registration progress to division coordinators and Board members. Provide complete enrollment list to division coordinators for team assignments.
3. **Create initial team rosters.** After Division Coordinator has assigned all registered players to teams, update the website to create the teams, assign managers and assign players to rosters.
4. **Manage team roster changes.** As rosters are adjusted by Division Coordinator, update the website and publish roster changes.
5. **Provide member refunds** per EMASS policy:
 - a. Full refund if a player withdraws before June 1st.
 - b. Pro-rated refund if player withdraws between June 1 and August 1.
 - c. Pro-ration amount is calculated as number of weeks remaining divided by total regular season weeks.
 - d. No refunds after August 1st unless directed by the Board.
6. **Financial reports.** Provide registration reports to the treasurer, monitor all payments and transactions to ensure that all account balances are reconciled.
7. **Emergency Contact Lists.** After registration closes, solicit the complete set of emergency contacts for all players. Sort by division and distribute electronic/paper versions to all managers in each division so they all have them available at the field.

WEB MASTER

The Webmaster manages the content of the website. The primary responsibilities are:

1. **Website creation.** Define the basic structure, content and operation of the EMASS website.
2. **Website update.** Maintain up-to-date content across all aspects of the website including:
 - a) Registration programs
 - b) Calendar
 - c) Schedules
 - d) Rosters
 - e) Rules and policies
 - f) Downloads
 - g) Governance
 - h) News and notifications
3. **Communications.** Create and maintain distribution lists, mail templates, contact lists and surveys for use by EMASS Board members and Division Coordinators.
4. **Training.** Help Division Coordinators and Board members to use communication capabilities, and other features of TeamSideline to manage league operations.
5. **EMASS user support.** Monitor all EMASS queries through the website. Answer questions, clarify content and resolve issues as submitted by EMASS members and non-members who interact with the website.
6. **TeamSideline contact.** Interact with TeamSideline support team to submit bug reports, transition to new releases, and request new features.
7. **EMASS Board Rep.** Report on website status, issues, and data as needed or requested for Board meetings. Provide financial reports from the registration data maintained through the website in support of the treasurer.
8. **Graphical content.** Collect photos across various EMASS events for publication on the website. Collect photos of winning teams for incorporation on the Division description page and update each year. Update the EMASS demographic content periodically and update the Division description page.
9. **Maintain domain names.** Keep e-mass.org registered and up-to-date as the EMASS website's domain name.

Qualifications: The EMASS webmaster needs to be skilled in MS Excel, MS Word, MS Powerpoint and TeamSideline. Attention to detail and analytical skills are helpful.

Availability/Responsiveness: EMASS members and Division Coordinators and Board members expect rapid turnaround on requests for web updates. While many changes can be implemented in background with response times in days, there are also many small changes where the preference is for 24 hour turnaround or better. Therefore, the webmaster needs to be a volunteer who has the time and responsiveness to satisfy several constituencies. There is occasionally a high workload and some deadline driven work.

Customer Service: A professional and friendly interface is a necessity for this role. Our members and volunteers span a broad range of styles, appreciation, temperament and patience.

Workload: The webmaster/registrar workload is highly variable.

- In the off season, a long week of website cleanup.

- At the beginning of a season, a few long weeks of registration, scheduling, and roster formation.
- Each week, a few hours of administrative work, answering member questions, making roster changes, exchanging email with division coordinators and board members.
- About once a month, a few extra hours of some side project or new feature.
- At the end of the season, a couple long weeks of playoff admin.

Webmaster/registrar role can be a quarter-time to half-time job.

Webmaster Timeline

January

Develop a new program for all divisions.

Enable program in late Jan when registration is scheduled to open.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

Clean out old news, archive last year's program, scan entire website for obsolete content.

February

Monitor registrations and assist division coordinators in registration reports.

Post any updates to rules and policies.

Assist and train new Division coordinators in scoring and communications.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

March

Post team rosters at direction of Division coordinators.

Review division schedules, build import files and post schedules for each division.

Code in the tie-breaker list for each division.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

April

Post team rosters and schedules on website after approved by Division Coordinators.

Post new EMASS contact list after registration closes.

Provide Emergency contact lists for each Division for distribution to all managers.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

May-August

Adjust rosters in each division as Division Coordinators re-balance teams.

Monitor all EMASS queries through the website.

Assist Division Coordinators in scoring,

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

September

Create and post the playoff bracket.

Collect a picture of winning team in each division, update division description page.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

October

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

November

Collect pictures at banquet and post.

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

December

Post Board meeting minutes, update calendar, monitor/answer all queries through website.

SPECIAL EVENTS AND ACTIVITIES COORDINATOR

The EMASS Special Events and Activities Coordinator is responsible for assisting the Commissioner in planning and coordinating certain events and activities. Examples of such activities might include the New Player Showcase, EMASS sponsored outings, Family Events, EMASS involvement in area Tournaments, End-of-Season Banquet, etc. The primary responsibilities of the Special Events and Activities Coordinator are:

1. **Work with Commissioner** to ensure that all needed planning and preparation has been delegated.
2. Keep records of finances, procedures, personnel, for future reference.
3. Report to Board, as appropriate.

PLAYER REPRESENTATIVE(S)

The role of the Player Representative(s) is to mediate any escalated disputes between managers and players, or between players. This role requires someone with a good sense of “seek first to understand” perspective and mediation skills for conflict resolution. The primary responsibilities of the Player Rep are:

1. **Code of Conduct Violation.** Along with Division Coordinator and Rules Coordinator, ensure that players involved with any code of conduct violation are listened to and represented. See <http://www.e-mass.org/content/3391/Code-of-Conduct>.
2. **Issue resolution.** For other disputes, the Player Rep is available for independent help with resolution.
 - a. **Understand the conflict.** The Player Rep should meet with each party separately and get both perspectives. If there are any independent observers, they can be consulted to clarify the claims of both sides. The Player Rep should also probe for what sort of resolution each party may be looking for.
 - b. **1st hand settlement.** Both parties should first be asked to attempt to resolve the dispute with each other directly. If they cannot come to a resolution, the Player Rep can then move to help mediate.
 - c. **Mediate a resolution.** An apology, a compromise, a temporary resolution, or whatever works.
 - d. **Board escalation.** If both sides dig their heels in and cannot work out a resolution then escalate to the Board for a resolution.
3. **Manager communication.** Make sure that Division coordinators and managers in your division are aware of the Player Rep for the division, his/her role and the availability of help to resolve any disputes. This should be done at manager meetings at the beginning of the year.

There should be a Player Rep identified for each division. A Player Rep may serve duty for more than one division. The Player Rep for each division and this role description should be communicated with all managers at the pre-season manager meeting for each division.

BANQUET COORDINATOR

The EMASS Banquet organizer is an event management role that requires several hours of effort each year. The primary responsibility is to plan and conduct an end-of-year banquet to celebrate the end of the season and distribute awards to the winning teams and selected individuals.

The Banquet Coordinator shall work with the Events & Activities Coordinator as well as the Commissioner to ensure that each of the items below is accomplished.

Here is the sequence of activities for planning and executing the EMASS Banquet. These dates are all approximate. Each year, they may vary at the discretion of the organizer.

Spring - Propose a date for the Banquet to be approved by the Board. Traditionally, the Banquet is held on a Sunday in early November. Book the hall for this date. Notify the webmaster to post a calendar event for the banquet.

June – Secure a caterer.

August – Work with the Board to identify candidate speakers and pursue those candidates.

September – Notify the webmaster to post a store item to purchase tickets on the website.

Notify the webmaster to alert the EMASS members so they can buy tickets in advance and we can get an early count.

September – Set menu with caterer.

October – Solicit volunteers for setup, cleanup, registration. Estimate attendees, order food.

November ? – Banquet day

8:00 Arrive for setup

8:30 Food delivery, layout

10:00 Volunteers arrive

10:30 Registration begins

11:00 Banquet, greeting, seating, and eating

11:45 Emcee

12:00 Guest speaker

1:30 Cleanup

November – Write up a short summary of the event and post the summary and pictures on the EMASS News page.

Banquet checklist:

1. Food
2. Venue
3. Setup/cleanup volunteers
4. Check for speaker
5. Photographer
6. Nametags
7. Registration reports of pre-paid and pay-at-the-door
8. Emcee program review
9. Awards
10. Tributes, memorials and guests

FAMILY CONTACT

The EMASS Family Contact is the single point of contact for families to communicate with EMASS when players are injured or seriously ill. This role requires someone with broad contacts across the league and pastoral skills for communicating with families and friends. The primary responsibilities of the Family Contact are:

1. **Awareness.** Monitor EMASS networks, communication channels and word-of-mouth to stay aware of player circumstances across the league.
2. **Family contact.** When families reach out to EMASS, be available to communicate with family members and act on behalf of the league.
3. **Get well cards.** When players are seriously injured or hospitalized, send out an appropriate get well card.
4. **Sympathy cards.** On the passing of any EMASS member or close family of any EMASS member (i.e., parent, spouse, sibling, child), send out an appropriate sympathy card to the family. At the discretion of any Board member, send out a donation to the family's identified charity. Guidelines for charitable donations are \$250 for death of a member, \$100 for death of close family.
5. **Memorials.** On the passing of any EMASS player, solicit a picture and paragraph for posting on the EMASS memorial page.

The family contact has wide discretion in his/her duties. They don't know everyone in the league, and they frequently have to communicate with other members to understand the appropriate actions and words.

FAMILY GAMES COORDINATOR

The Family Games organizer is a 5-week task as an event manager. There is a lot of “how-to” in this description as helpful guidance since it is a short and relatively intense communication task. Here is the sequence of activities for planning and executing the family games event. These dates are all approximate. Each year, they may vary by a day or two at the discretion of the organizer.

June 1 – Query last year’s managers to find this year’s managers.

June 2 – Notify by email all players who participated last year.

June 4 – Post notice on EMASS website to announce the July 4 family games. Sign-ups are done by email back to organizer.

June 11 – Finalize team managers.

June 15 – If signups are short, post another notice on the website.

June 17 – Send out team rosters to managers.

June 19 – Send out team rosters to players.

June 28 - Finalize team rosters.

July 2 – Notify all players with the plan for game day.

July 3 - Check with team managers for any questions. Check weather.

July 4 –

6:00 Final weather check.

8:00 Field setup

8:30 Batting practice

9:00 Game starts

10:15 Game one over

10:20 Team pictures and all participants pictures

10:30 Watermelon and water break.

10:45 Game two starts.

12:00 Game two over, field clean up. Picture of winning team.

July 5 – Write up a short summary of the event. Send the summary and pictures to Web Master to be posted on the EMASS News page.

SCHEDULING COORDINATOR

The Scheduling Coordinator plans the EMASS schedules for each division ensuring that field conflicts and holidays are all incorporated. This role requires several hours of work in the pre-season and some minimal work throughout the rest of the year for communications. The primary responsibilities of the Schedule Coordinator are:

1. **Awareness of Field Conflicts.** Understand all of the EMASS field constraints and conflicts throughout the year so that the pool of field availability dates for EMASS games is well understood and worked out well in advance.
2. **Schedule Drafting.** In February/March, for each division, lay out the draft schedules for each division and work with all the division coordinators to review and agree on:
 - a. number of games,
 - b. holiday conflicts,
 - c. pre-season dates,
 - d. regular season dates,
 - e. regional tournaments that may cause conflicts within a division,
 - f. other schedule irregularities,
 - g. playoff dates.

3. **Schedule Definition.** Submit excel files (one for each division) that specify the schedules in a format that TeamSideline can easily import, namely:

<u>Column A</u>	<u>Column B</u>	<u>Column C</u>	<u>Column D</u>	<u>Column E</u>
Date	Time	Field	Visiting team	Home team
MM/DD/YYYY	xx:xx	Field name	Team name	Team name

4. **Schedule approval.** Present draft schedules and significant schedule changes to the Board for approval.

PLAYER RECRUITMENT COORDINATOR

The role of the Player Recruitment Coordinator is to find potential new members and attract them to play in EMASS. This role requires several hours during the year for recruitment committee meetings, Board meetings and executing recruitment campaigns. This role requires some creativity and marketing savvy to target the right communication channels and make a difference in enrollment growth. The primary responsibilities of the Player Recruitment Coordinator are:

1. **Assemble committee.** Assemble a team with diverse skills (creative, writing, sales, media experience, campaign leadership) to serve as part of the Player Recruitment Committee.
2. **Develop campaigns.** Develop recruiting campaigns and initiatives to increase new members. Prepare plans and budget. Delegate the workload across the team, execute the campaign and track spending against approved marketing budget.
3. **Develop recruiting collateral.** Review and improve existing materials such as internet presence, press releases, road signs, promotional materials, brochures, postcards, etc., and update as necessary. Review the website and suggest updates for new content to attract new members.
4. **Communications.** Reach out to local Recreation Departments, newspapers and community organizations to expose EMASS to a broad audience. Ensure that all potential new members who showed interest last year are explicitly notified when Registration Opens in the coming year. Reach out to EMASS membership to recruit new members from our best marketing channel: word-of-mouth. Provide the EMASS Board with proposals and updates regarding player recruitment campaigns and progress.

The human interest element of very active elders is appealing to many media. Translating media exposure into new members however, is a challenge.

Procedures for Conducting Board Meetings

1. General Meeting Procedures
 - 1.1. Basic Robert's Rules of Order shall serve as a guideline for conducting all Board meetings.
 - 1.2. The Commissioner/Presiding Director has the discretion to allow non-Board members and invitees to participate in any and all discussions, including those in executive session. If there is an objection to a non-Board member's participation, a formal vote shall be taken.
 - 1.3. Any change to the previously approved positions/committee chairs listed in the EMASS Policies and Procedures document, or the list of managers and assistant managers, as well as any other positions created by the Board, may be made by a simple majority vote of the Board at any time.
 - 1.4. Any rule, procedure or policy of EMASS may be altered, amended, or repealed by a simple majority vote of the Board at any time.
 - 1.5. The approved budget shall be considered a "working budget," and as such, may be amended at any time by a simple majority vote of the Board.
 - 1.6. Any previously adopted motion beyond the scope of the categories outlined in 1.3,1.4, and 1.5 above may be altered, amended, or rescinded by a simple majority vote of the Board at any time. However, the individual making the motion and the individual seconding the motion must have voted in the affirmative when the original motion was offered.
 - 1.7. Under extenuating circumstances, as determined by the Commissioner/Presiding Director, a vote as outlined in numbers 3,4,5 or 6 above may be carried out electronically without a standard Board meeting.
2. Executive Session - The Board may, by majority vote of those present, elect to close all or any part of a meeting so as to convene in executive session to discuss matters which the Board has determined should, in the best interest of the Association, be discussed in executive session.
3. Meeting Agenda - In order to ensure that meetings of the Board are productive and efficient, at least two (2) days prior to any meeting of the Board, the Meeting Agenda shall be sent by e-mail to every Director and at the discretion of the Commissioner/Presiding Director published on the Association's Website.
4. Notice of Board Meetings - Notice of all meetings of the Board shall be sent to each Director at least 2 days prior to such meeting.
5. Quorums - At any meeting of the Board, a quorum shall consist of at least one-half (1/2) of the Directors then in office.

APPENDIX

The following pages provide a template for each of the monthly Board meetings. Any Board meeting will adjust these agendas and topics as needed to meet the needs of the current context and Commissioner's priorities. These templates are starting points for the monthly agendas that capture the necessary activities and governance topics that should take place, and when they should take place, across the monthly calendar. Like the monthly activity timelines for the other EMASS roles, the following month by month activity descriptions represent the operational role description for the Commissioner of EMASS.

JANUARY AGENDA

1. Minutes/Finance Review
2. New year Budget review/approval
3. Registration Update
4. Fields Update
5. Insurance Update
6. Equipment Update
7. Marketing Update
8. Open Topics

FEBRUARY AGENDA

1. Minutes/Finance Review
2. Rules Committee Report; Vote to approve changes
3. Approve Managers
4. Recruitment/ Marketing Update
5. Division Updates
6. Schedule/Fields Update
7. Umpires Update
8. Equipment Update
9. Open Topics

Approve managers in each division. Enter executive session for confidential discussions. Each Div Coord discusses all new managers, moves to approve and vote.

MARCH AGENDA

1. Minutes/Finance Review
2. Registration Update
3. Recruitment/ Marketing Update
4. Division Updates
5. Schedule/Fields Update
6. Umpires Update
7. Equipment Update
8. Open Topics

APRIL AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Umpires Update
5. Equipment Update
6. Rules Committee
7. Open Topics

MAY AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Equipment Update
5. Rules / Umpire Report
6. EMASS Store
7. Open Topics

JUNE AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Rules / Umpire Report
5. EMASS Family Day plan
6. Open Topics

JULY AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Equipment Update
5. Rules / Umpire Report
6. EMASS Family day review
7. **Nominating Committee**
8. Open Topics

AUGUST AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Equipment Update
5. Rules / Umpire Report
6. Banquet planning
7. Fall Ball preparation
8. **Next Year's Board**
9. Open Topics

SEPTEMBER AGENDA

1. Minutes/Finance Review
2. Division Updates
3. Schedule/Fields Update
4. Rules / Umpires Update
5. Equipment Update
6. Banquet planning
7. End of season awards
8. Approve slate of Candidates for next year's Board
9. Cape tournament review
10. Open Topics

OCTOBER AGENDA

1. Minutes/Finance Review
2. Playoff Recaps
3. Player Evaluations
4. Equipment Update
5. Banquet/Awards Update
6. Board Election Update
7. Roles and Responsibilities
8. Recruitment
9. September/October Schedule

NOVEMBER AGENDA

1. Minutes/Finance Review
2. Board Elections
3. Off-season Board Initiatives
4. Off-season Member Opportunities
5. Form Budget Committee
6. Rules / Umpires Update
7. Equipment Update
8. Recruitment
9. Registration Timeline

DECEMBER AGENDA

1. Minutes/Finance Review
2. Fields Update
3. Equipment inventory
4. New season marketing efforts
5. Registration Timeline
6. New Season Initiatives
7. Managers' Handbook update, if any
8. Open Topics