

# **REPORT BACK TO SCHOOL BOARDS**

**THOMAS HAUPT, MILLERSBURG AREA SCHOOL DISTRICT SUPERINTENDENT  
EVAN WILLIAMS, UPPER DAUPHIN AREA SCHOOL DISTRICT SUPERINTENDENT**

**SEPTEMBER 11, 2018**

# **COMMON THEMES**

The possibility of the two school districts just proceeding with a complete merger.

The possibility for implementation dates of individual sports/phases being adjusted as the cooperative proceeds.

Based upon comments received at the public/community meetings, there is vast support for the concept of cooperative sports.

# KEY DRIVERS

- The enrollments of both districts are declining which means there are fewer students available to field teams.
- The number of students enrolling in some sports is declining to levels that jeopardize the ability to have certain programs.
- Resuscitation of the Junior Varsity athletic opportunities focused on skill development.
- It is becoming increasingly difficult to find qualified and interested coaches to fill positions.
- The number of options for youth have increased which means sport participation could continue to decline.
- Both schools are looking for a stable and full partner that allows a full cooperative structure to be implemented in the long-term.

## **PRIMARY FINDING**

- Most attendees understand that a cooperative in some sports is imminently necessary or else programs may need to be eliminated.
- Some believe that only those with current number issues should be joined.

## **RESPONSE**

- The proposal is based on future projections and not current or past numbers.
- Once the framework is put in place, it is believed that adjustments may be made to implementation timelines at the direction of both boards.

# **PROGRAM GOALS**

- Provide safe athletic activities for student-athletes at the level of competition that is appropriate for their physical, mental and emotional maturity level.
- Ensure that sports programs have enough participants to field varsity and junior varsity programs.
- Explore the option for freshmen and junior high teams in some sports.
- Maximize the resources of both school districts as it relates to athletic programs.
- Improve the experience for student-athletes at both school districts.
- Create a stronger overall program than would be possible if each individual school district continued its sports

## **PRIMARY FINDING**

- Most attendees seem to understand the reasoning behind the cooperative.

## **RESPONSE**

- There was nothing that came out of the meetings that cannot be worked through.

# **RATIONALE**

- Both schools are at a decision-point where inaction could cause loss of sports or sport levels in the near future if no action is taken.
- The combined enrollment of the districts is believed to be conducive to meeting the program goals.
- Both schools are members of District III and the CAIU.
- Schools border each other and have minimal driving distances.
- Both schools already have cooperative efforts in several other areas.

## **PRIMARY FINDING**

- Why are Upper Dauphin Area and Millersburg Area looking at cooperatives instead of expanding cooperatives with existing partners.

## **RESPONSE**

- It is believed that the cooperative makes sense based on:
  - Projected school enrollments
  - Both schools are part of District III
  - Both schools are part of CAIU
  - Current offerings and needs
  - Stability of both schools

# CHALLENGES/RISKS

- Communicating the program, it's driving forces and its goals to all stakeholders including students.
- Respecting the traditions of each school while creating a 'new tradition' made possible by the cooperative program.

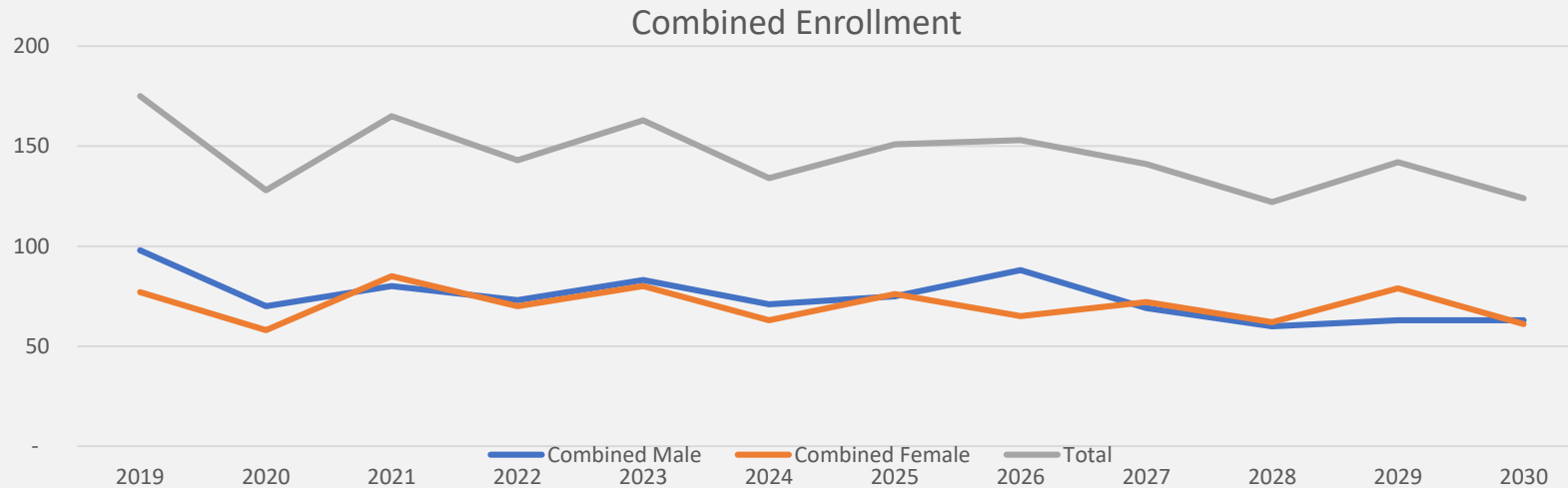
## **PRIMARY FINDINGS**

- Overall, attendance at meetings was approximately 100 people.
- There were some people who attended more than one public meeting.

## **RESPONSE**

- There was a mixture of people at both public meetings—most comments were supportive of the cooperative.

# ENROLLMENT BREAKDOWN



## PRIMARY FINDING

- There seems to be a misunderstanding that the cooperative is being based on existing enrollments and participation numbers.

## RESPONSE

- It is believed that the decline in enrollment will continue to affect participation numbers in multiple sports.

# ENROLLMENT COMPARISON

- Current PIAA MBG Male Enrollment (3-Year)\* - 93
- Current PIAA UDA Male Enrollment (3-Year)\* - 161
- Combined PIAA UDA-MBG Male Enrollment (2019, 2020, 2021)\*\* - 202
- Combined PIAA UDA-MBG Male Enrollment (2028, 2029, 2030)\*\* - 153
  
- Current PIAA MBG Female Enrollment (3-Year)\* - 90
- Current PIAA UDA Female Enrollment (3-Year)\* - 125
- Combined PIAA UDA-MBG Female Enrollment (2019, 2020, 2021)\*\* - 175
- Combined PIAA UDA-MBG Female Enrollment (2028, 2029, 2030)\*\* - 157

## **PRIMARY FINDING**

- It was discussed when enrollment decline will bottom out.

## **RESPONSE**

- The school districts are not able to answer this question, but believe that the decline will continue for the foreseeable future.



# SPORT BREAKDOWN

Phase	Sport	Host School	Submission Date	Start Date
1	Golf	Millersburg Area	Fall 2018	Fall 2019-20
	Competitive Cheer	Upper Dauphin Area	Fall 2018	Fall 2019-20
	Swimming	Millersburg Area*	Fall 2018	Winter 2019-20
	Track and Field	Millersburg Area	Fall 2018	Spring 2019-20
2	Football	Upper Dauphin Area	Fall 2019	Fall 2020-21
	Boys Soccer	Millersburg Area	Fall 2019	Fall 2020-21
	Girls Soccer	Millersburg Area	Fall 2019	Fall 2020-21
	Wrestling	Upper Dauphin Area	Fall 2019	Winter 2020-21
	Wrestling – JH	Upper Dauphin Area	Fall 2019	Winter 2020-21
3	Baseball	Upper Dauphin Area	Fall 2023	Spring 2024-25
	Softball	Upper Dauphin Area	Fall 2023	Spring 2024-25
4	Volleyball	Upper Dauphin Area	Fall 2025	Fall 2026-27
	Boys Basketball	Millersburg Area	Fall 2025	Winter 2026-27
	Boys Basketball – JH	Millersburg Area	Fall 2025	Winter 2026-27
	Girls Basketball	Millersburg Area	Fall 2025	Winter 2026-27
	Girls Basketball – JH	Millersburg Area	Fall 2025	Winter 2026-27

## PRIMARY FINDING

- People asked how the sport breakdown was determined.

## RESPONSE

- It was explained that the breakdown was based on multiple factors, including:
  - Balancing the opportunity to host similar numbers of sports
  - Grouping similar sports
  - Facilities (On Site/Off Site)
  - Distribution of Workload

# LOCATIONS (BY 2026-27)

SPORT	HOST SCHOOL	PRACTICE FACILITY	COMPETITION FACILITY
<b>FALL SPORTS</b>			
Football	Upper Dauphin Area	UDA Practice Field	Trojan Stadium
Golf	Millersburg Area	Lykens Valley Golf Resort	Lykens Valley Golf Resort
Soccer – Boys	Millersburg Area	TBD	Millersburg Stadium
Soccer – Girls	Millersburg Area	TBD	Millersburg Stadium
Volleyball	Upper Dauphin Area	Gordon E. Foster Gym	Gordon E. Foster Gym
Basketball – JH Girls	Millersburg Area	Manning Gym	Manning Gym
<b>WINTER SPORTS</b>			
Basketball – Boys	Millersburg Area	Manning Gym	Manning Gym
Basketball – Girls	Millersburg Area	Manning Gym	Manning Gym
Basketball – JH Boys	Millersburg Area	Johnson Gym	Johnson Gym
Competitive Cheer	Upper Dauphin Area	UDAMS Gym	N/A
Swimming*	Millersburg Area	YMCA	YMCA
Wrestling	Upper Dauphin Area	Gordon E. Foster Gym	Gordon E. Foster Gym
Wrestling – JH	Upper Dauphin Area	UDA Wrestling Room	Gordon E. Foster Gym
<b>SPRNG SPORTS</b>			
Baseball	Upper Dauphin Area	Ralph Lehman Memorial	Ralph Lehman Memorial
Softball	Upper Dauphin Area	UDAHS Softball Field	UDAHS Softball Field
Track and Field	Millersburg Area	Millersburg Stadium	Millersburg Stadium

## PRIMARY FINDING

- It was asked what would happen if sports that use the same facility are not moved at the same time.

## RESPONSE

- The chart provides a breakdown of how things could look by 2026-27.
- Each Phase Implementation Plan will include facility requirements and recommendations.

# POTENTIAL SPORTS

- Additional sports and continuation of existing sports will be based on:
  - Interest surveys conducted at both schools.
  - Fit with enrollment, facilities and existing sports.
- Potential for additional Junior High Sports
- No additional winter sports were explored due to archery/bocce and facility/equipment needs

## **PRIMARY FINDING**

- Questions were asked about how new sports could be offered if enrollments are declining.

## **RESPONSE**

- It is important to understand that the only way that additional sports could be offered is through cooperative programs.
- Each sport would be evaluated based on average participation at other schools, the minimum number of players needed and other sports offered at the same time.
- Surveys would be used to determine if existing sports are still desired or if other options should be explored.
- There are more extracurricular activities than just sports. All options will be explored based on survey results.

# **FACTORS AFFECTING PARTICIPATION**

- Initial Numbers sometimes look good, but...
  - Injuries
  - Academic Eligibility
  - Athletic Sanctions
  - School Sanctions
  - Players Leave Team
  - Other Options
- Drop off due to cooperative
- Cannot look at a single year.
- Cannot wait until the enrollment drops significantly to make necessary changes.

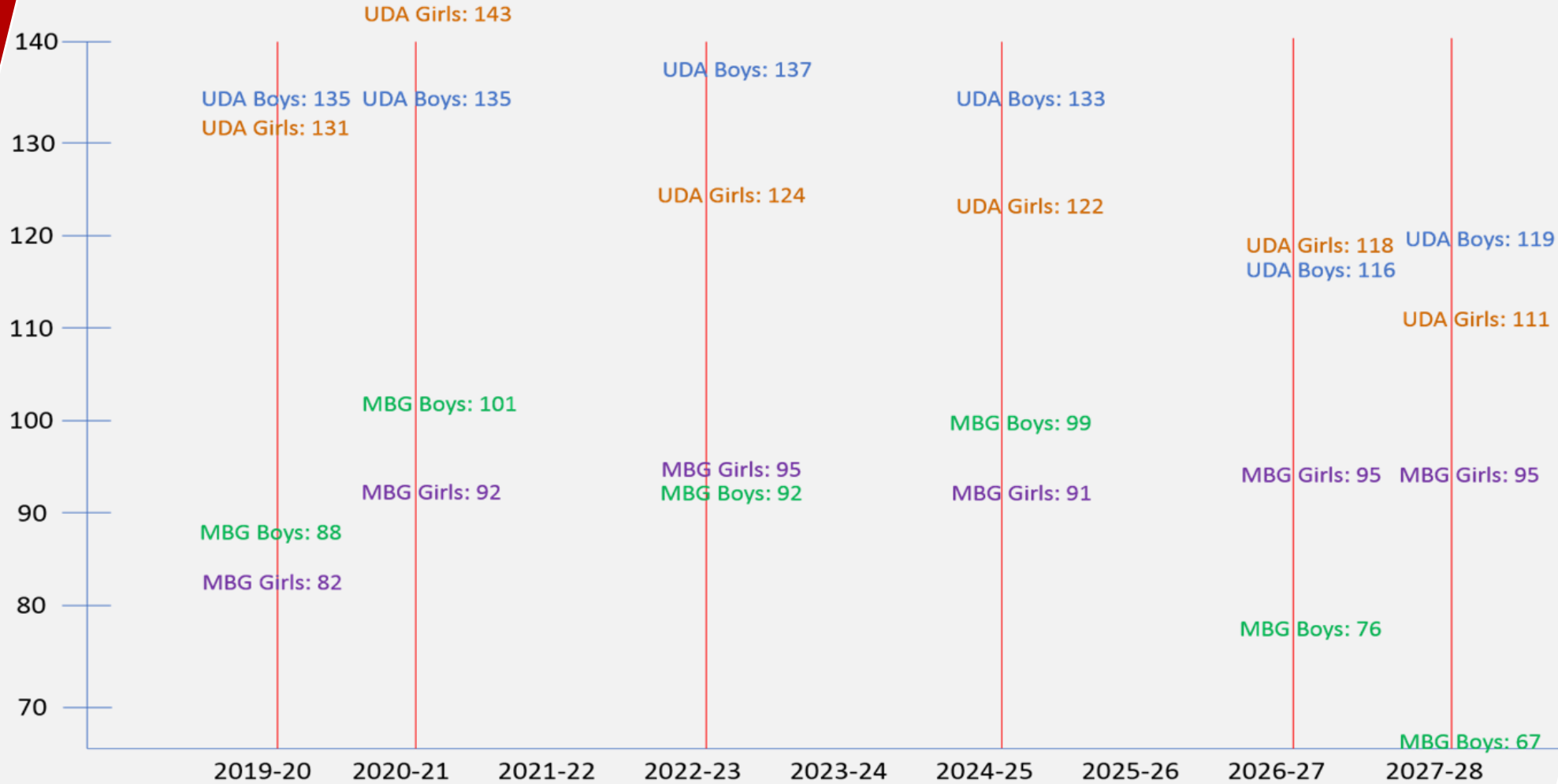
## **PRIMARY FINDING**

- It was discussed that the cooperative could actually have a negative effect on participation because some students may choose not to play.
- It was brought up by several attendees that having numbers and having a competitive environment for playing time is healthy for students.
- Some students select sports because there are no other options.

## **RESPONSE**

- It is hoped that students will have many different options for extracurricular activities once fully implemented.
- It is hoped that surveys of students can be used to help guide decision making on what extracurricular offerings may be desired.

# ENROLLMENT OVERLAY – OPTION A



Golf  
 Competitive Cheer  
 Swimming  
 Track and Field

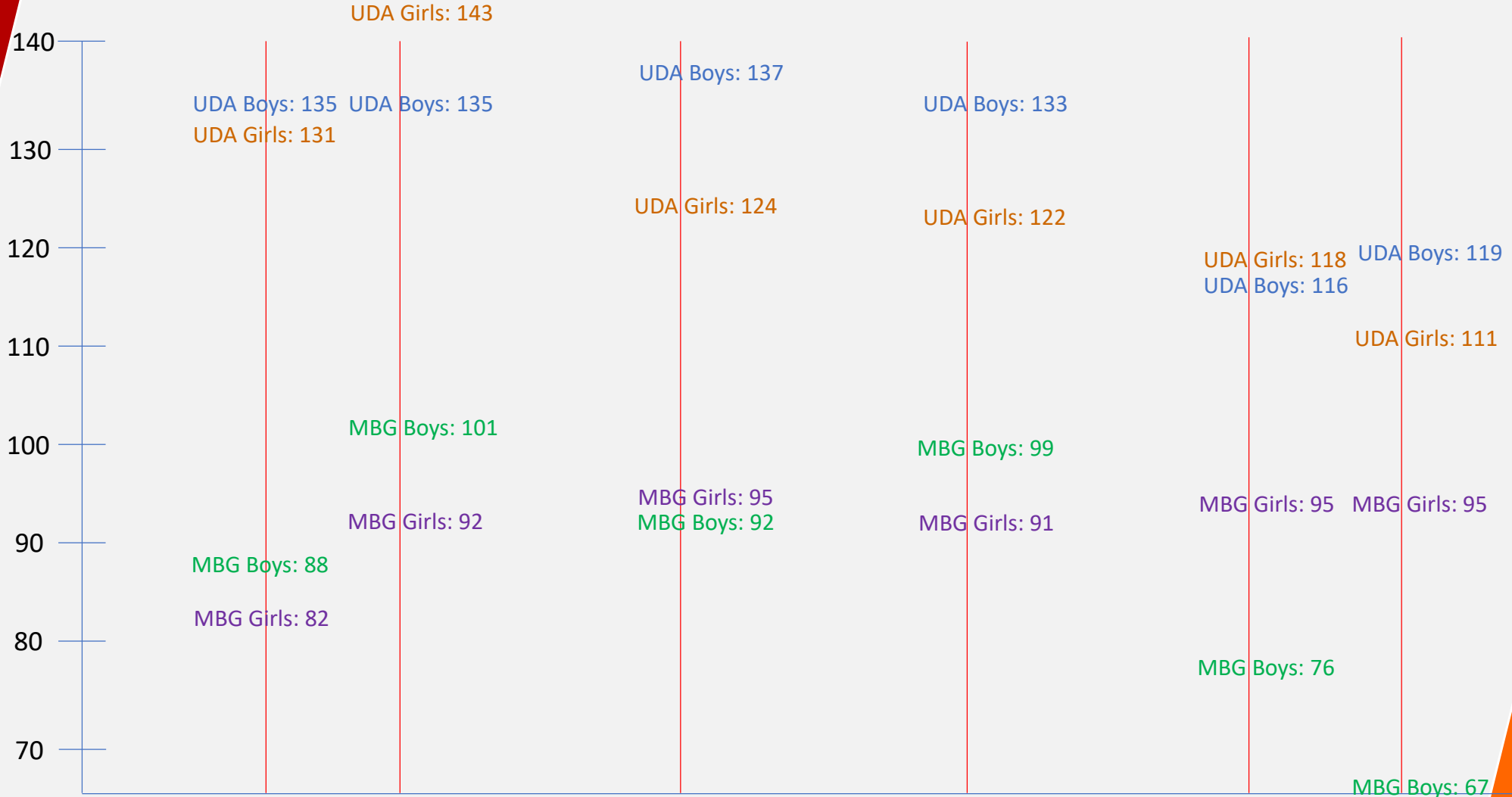
Football  
 Wrestling  
 Boys Soccer  
 Girls Soccer

Baseball  
 Softball

Volleyball  
 Basketball

**MILLERSBURG  
AREA  
+  
UPPER DAUPHIN  
AREA**

# ENROLLMENT OVERLAY – OPTION B



2019-20  
Golf  
Competitive Cheer  
Swimming  
Track and Field

2020-21  
Football  
Wrestling  
Boys Soccer  
Girls Soccer

2022-23  
Baseball  
Softball

2024-25  
Volleyball  
Basketball

MILLERSBURG  
AREA  
+  
UPPER DAUPHIN  
AREA

# RECRUITMENT

- Coaches will be able to recruit within each school.
- A recruitment fair could be held during lunches at both schools in the spring for fall, fall for winter, winter for spring.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# LEVELS

- Goal to have true varsity and junior varsity in all sports.
- If enrollment numbers support it, freshmen teams could be considered in some sports.
- Additional Junior High Sports (7/8 or 7/8/9) could be explored as well.

## **PRIMARY FINDING**

- People asked where junior varsity games would be found since there would be fewer games within the league.
- It was asked where 9<sup>th</sup> grade games would be found.

## **RESPONSE**

- It was explained that junior varsity games would be sought outside the area to fill gaps formed by coops.
- In some sports, 9<sup>th</sup> grade could be included in junior high programs.
- The recommendation for levels and where to find games at those levels would be addressed as part of the Implementation Plan for each phase.



# **SCHEDULES AND LEAGUES**

- Leagues may be evolving substantially over the next five to ten years.
- Additional cooperatives and mergers may continue to change the landscape.
- Tri-Valley League will be the primary sports league as long as the league still exists.
- If any sports are added (varsity or junior high), it may be necessary to explore options if the Tri-Valley League does not have those sports.

## **PRIMARY FINDING**

- It was asked where junior high/freshman games may be found since the Tri Valley League does not offer that level for some sports.

## **RESPONSE**

- For each sport, it would be determined if league or independent scheduling options exists for Junior High/Freshman levels in that sport.
- These games may need to occur outside of the Tri-Valley League as is currently done with some sports.

# COACHING

- Coaches will work for and be employees of the host school.
- Host school will manage the hiring process for coaches:
  - Advertising open positions, if needed
  - Interviewing eligible candidates
  - Recommending coaches and appointing volunteers
  - Filing required paperwork prior to employment

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **COACHING SELECTION CRITERIA**

- If the sport only exists at one school, the coaches are retained at that school.
- If the sport exists at both schools, criteria will be used to determine coaches starting with informal discussions and moving to formal interview process.
- Intent will be to get the best coaches in place for teams.
- A joint interview committee including the principals and athletic directors of both schools will be used for head coaching positions and assistant coaching positions with multiple applicants.
- Finding interested and qualified coaches has become challenging in the past five years.

## **PRIMARY FINDING**

- The question of how many coaches will be hired for each team was asked.

## **RESPONSE**

- An appropriate number of paid and volunteer coaches for each team will be determined as part of the Implementation Plan for each phase.

# TRANSPORTATION

- Host school will schedule transportation.
- A shuttle bus will run between schools at the end of the school day to transport student-athletes who do not drive to practices.
  - Single Bus – Will start at UDA since Millersburg dismisses later, pick up Millersburg and take back to UDA.
  - Cost Range - \$13,000 to \$14,000
  - Each School pays half (\$6,500 to \$7,000).
- Students who drive will be allowed to provide their own transportation.
- Parents of students who do not drive will pick up their students after practices and games from the host school.

## **PRIMARY FINDING**

- Concern over getting students home after practices expressed by parents.
- Questions about whether an activity bus could be implemented for the ride home from practice.
- Asking coaches to provide supervision at the other school may decrease the number of coaches.

## **RESPONSE**

- A full cost analysis would need to be completed as part of the Phase One Implementation Plan and adjusted for future phases.
- There are logistical issues related to supervision if returning students to the school of enrollment after practice. Further analysis is required.

# **EVENT STAFF**

- Finding event staff has become increasingly challenging.
- The schools will work with the business managers to explore ways to share event staff.
- The host school will maintain existing relationships for officials and assignors.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC TRAINING**

- Due to events and practices being held at both schools, each school would maintain its athletic trainer and hours may be adjusted depending on needs going forward.
- Extra hours could allow trainers to be available during school day to assist with athletic injuries which require accommodations (concussions, etc.).
- Athletic Trainers will submit injury reports to the school that the injured student-athlete is enrolled for all injuries.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC EXPENDITURES – COST SHARING**

- Consortium Model: Total Cost for Sport Divided by # of Student-Athletes from each school.
- All expenditures specific to a sport are included in the total cost, for example:
  - Uniforms
  - Equipment
  - Transportation to Away Games/Matches
  - Salaries of Coaches, Event Staff and Officials
  - Facility Maintenance Supplies/Contracts
  - League Dues and Fees (Tournament Entry Fees)

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC EXPENDITURES – EQUIPMENT**

- Inventory and equipment of sport will be combined to minimize purchases needed.
- If extra equipment is available and unneeded, it can be sold to help offset costs of the program.
- After inventory is taken, additional equipment will be purchased as needed and added to the consortium expenditure calculation for that sport.
- Athletic Budget will be coordinated across Athletic Departments to assure Title IX compliance.
- Uniforms will be purchased to supplement existing uniforms as needed when programs are combined.

## **PRIMARY FINDING**

- Questions about whether the equipment from each school can be brought together to save money.

## **RESPONSE**

- All equipment for a given sport from both schools will be combined.
- Excess equipment will be sold.
- Needed equipment will be purchased once identified.



# **ATHLETIC EXPENDITURES – FACILITIES**

- Expenditures related to facility maintenance will be incorporated into consortium expenditure calculation for that sport.
- Joint proposal for major facility upgrades will be presented to both school boards along with a funding plan so each school can approve the plan and funding commitment from the school.
- Student-athletes will have full access to the locker room, shower, athletic training room, fitness facilities and practice/game facilities under the direct supervision of the coaching staff.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC REVENUE – GATE RECEIPTS**

- Total gate receipts for each sport would be shared based on the consortium model of total revenue divided by the number of student-athletes from each school.
- Revenue would be deposited by the host school and a distribution would be made to the other school at the end of each season.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC REVENUE – PARTICIPATION FEES**

- Each school has a different participation fee structure.
- Each school will maintain its own participation fee structure for its student-athletes.

## **PRIMARY FINDING**

- It was discussed that perhaps students should pay the same fee regardless of which school they attend.

## **RESPONSE**

- If the boards direct the administration to come up with a common fee structure, the administration will make a recommendation for an overall approach.

# **ATHLETIC REVENUE – SEASON PASSES**

- Millersburg currently does not have individual or family passes.
- Upper Dauphin currently has individual, family and event staff/coach passes.
- Both schools have senior passes and admit staff with ID card.
- Any passes issued by either school would be accepted at both schools.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **ATHLETIC ELIGIBILITY - ACADEMIC**

- Each school will be responsible for determining academic eligibility for its own student-athletes.
- The eligibility list from both schools for that sport will be sent to that sport's coaches each Friday.
- Coaches will be notified by both schools of any student-athlete who does not meet eligibility criteria at the end of a marking period.

## **PRIMARY FINDING**

- It was recommended to come up with a common, consistent eligibility policy and operating manual from which both programs could operate.
- It is believed that student-athletes in the same program should be working from common eligibility rules, procedures and requirements.

## **RESPONSE**

- The administration of the two schools will sit down and come up with a common framework and policies from which to work.
- This will be part of the Phase One Implementation Plan.

# **ATHLETIC ELIGIBILITY - ATTENDANCE**

- Attendance eligibility will be determined by each school for its student-athletes.
- Coaches from the host school will be added to the distribution list for daily attendance notifications related to student-athletes.

## **PRIMARY FINDING**

- Same as Academic Eligibility.

## **RESPONSE**

- Same as Academic Eligibility.

# **ATHLETIC ELIGIBILITY – DISCIPLINE**

- Each school will be responsible for determining eligibility for student-athletes due to athletic or school discipline.
- Random drug testing programs will be administered by each school for its students.
- Coaches from the host school will be notified of any sanctions that would preclude student-athletes from participating in athletics due to violation of school or extracurricular rules.
- Discipline for event spectators (such as ejections) will be enforced by the host school with notification to the school in which the student is enrolled.

## **PRIMARY FINDING**

- Same as Academic Eligibility.

## **RESPONSE**

- Same as Academic Eligibility.

# **ATHLETIC ELIGIBILITY – OTHER**

- The school in which the student is enrolled will be responsible for ensuring that each student-athlete has a physical exam and ImPACT<sup>®</sup> by the first official day of practice and will notify the host school if a student-athlete is ineligible due to not having the required exam/test.
- The school in which the student is enrolled is responsible for collection of all other paperwork and associated fees required by the school.
- Student-athletes will be covered under the insurance policy of the school in which they are enrolled.

## **PRIMARY FINDING**

- Same as Academic Eligibility.

## **RESPONSE**

- Same as Academic Eligibility.



# **ADMINISTRATION - ATHLETIC DIRECTORS**

- The athletic director of the host school will be responsible for administering all sports which his school is hosting.
- Coordination and communication between athletic departments would occur regularly to discuss matters associated with the program and to confirm schedules, etc.
- Each school would submit the PIAA online eligibility for the sports that it serves as the host school (including information obtained from the non-host school).

## **PRIMARY FINDING**

- Questions were raised about having a single athletic director since work would be reduced.

## **RESPONSE**

- Currently, both district Athletic Directors have multiple responsibilities affiliated with their respective positions/job duties in conjunction with their athletic director assignments.
- It is not anticipated that the Athletic Director positions would be combined.

# **ADMINISTRATION – TEAM BRANDING**

- The various programs will compete under the name of the host district with the respective mascot and logo.
- Uniforms will be designed, selected and ordered by the host school Athletic Director with approval by the host School Board.

## **PRIMARY FINDING**

- Discussion whether it would be more prudent to create a single brand instead of investing in the individual brands of each school.
- Concern about cheerleading cheering for sports with two different brands.

## **RESPONSE**

- A single brand would only be considered if a merger were to occur. That is not part of this initiative.
- Like marching band, the administration will meet with the cheerleading coaches to discuss solutions for the challenge identified.

# **ADMINISTRATION – JOINT COUNCIL**

- A Joint Student-Athlete Council could be formed to represent the voice of student-athletes.
- Both athletic directors would participate in the council.
- A representative from each sport and school would serve on the council.

## **PRIMARY FINDING**

- People commented that they liked this idea.

## **RESPONSE**

- Part of the Phase One Implementation Plan will include the makeup, bylaws, etc. for the group.

# **SUPPLEMENTAL PROGRAMS**

- Cheerleading would be consolidated as the sports for which they cheer are consolidated.
- Marching Band will be considered for consolidation, but not until football is consolidated.
- Performance bands that result in credit will not be consolidated.
- Archery programs at both schools will remain separate but could be consolidated if felt warranted in future years.
- Bocce programs would be combined with Upper Dauphin Area being the host (winter sport)
- The Trojan Leadership Academy will be opened to students of both schools and renamed.

## **PRIMARY FINDING**

- Questions about the ability to coop archery in the future.
- Differences between marching band programs and whether to coop or keep the bands separate.

## **RESPONSE**

- Once the framework is in place, adding archery as well as other extracurricular clubs as a coop would be possible.
- Additional research and discussions were held with marching band directors to discuss potential scenarios.

# **VARSITY LETTERS**

- Following consolidation of a sport, the coaches from that sport would establish the criteria for a varsity letter.
- Each school would honor the award of a varsity letter to student-athletes from a sport regardless of which school hosts the sport.
- Each school district would manage its own varsity jacket program.

## **PRIMARY FINDING**

- No comments in this area.

## **RESPONSE**

- N/A

# **BOOSTER GROUPS**

- Upon consolidation of a sport that only exists in the host school, the Booster Group for the host school will remain and will accept members/parents from the non-host school.
- Upon consolidation of a sport that exists in both schools, the Booster Group for the host school will remain and become the sole booster group for that sport.
- Booster Groups will be responsible for following the policies and regulations of the host school.

## **PRIMARY FINDING**

- Questions about what happens to money after boosters come together.
- Concern over whether boosters will spend their money prior to forming a cooperative group.

## **RESPONSE**

- We anticipate the booster groups will make the necessary changes to their bylaws to include dissolution clauses to transfer their money to the new booster group.
- School districts have limited control over boosters and it is anticipated the adults involved can come to a cooperative agreement.

# **FEEDER PROGRAMS**

- A meeting will be set up with the head of the existing feeder programs for all sports.
- The meeting will discuss the future of sports and make recommendations for the potential consolidation of youth programs.
- It is believed that there are opportunities for cooperative efforts in youth sports as well.

## **PRIMARY FINDING**

- Concern over whether youth teams could continue to use school facilities.

## **RESPONSE**

- The school districts are open to continued discussions with youth teams regarding facility needs.

# EXISTING COOPERATIVE PROGRAMS

- Existing cooperative agreements will be cancelled as follows:
  - At the end of the 2018-19 school year for Golf and Track and Field
  - At the end of the 2019-20 school year for Wrestling
- Students who are in the coop at the time of termination have the option to finish out the coop contingent on the following:
  - This does not apply if the school creates a team or joins another coop.
  - This does not affect enrollment numbers.
  - No new students are added.
  - They are eligible until they exhaust their eligibility or graduate.

## **PRIMARY FINDINGS**

- Concern about the kids from Line Mountain and Halifax.
- Concern about why track is one of the first sports since it is currently not hurting for numbers.

## **RESPONSE**

- Current participants have the opportunity to continue in the program until they exhaust eligibility.
- Both schools have a year to find new options.
- Track was selected because it was believed that starting with existing cooperative sports would be best.



# **DIRECTION FOR ADMINISTRATION?**