

# **RCSD FOOTBALL**

## **2014-2016 STRATEGIC PLAN**

***PREPARED EXCLUSIVELY FOR:***



# **RCSD FOOTBALL**

## **TABLE OF CONTENTS**

### **PART ONE:**

Overview & Objectives – Page 3

### **PART TWO:**

Program Rebranding – Page 5

### **PART THREE:**

Academic Achievement Strategy – Page 11

### **PART FOUR:**

Athletic Achievement Strategy – Page 17

### **PART FIVE:**

College & Career Readiness Plan – Page 33

### **PART SIX:**

Plan For Community Engagement – Page 36

### **APPENDIX A:**

Proposed Annual Budget – Page 39

# RCSD FOOTBALL

## PART ONE: OVERVIEW & OBJECTIVES

After conducting an extensive needs assessment of Rochester City School District Football (RCSD), it is clear there is a tremendous opportunity to create a consistent gateway to increase graduation rates, college & career readiness, exemplary citizenship and athletic success.

Currently, the RCSD is in dire straights. With a combination of uninspired players, underdeveloped coaches, frustrated administration, inadequate facilities, disgruntled alumni and a disenchanting public, RCSD has endured an alarming exodus of players leaving the district for competing schools or non-athletic alternatives.

Now is the time to leverage existing district assets to make RCSD a beacon of success for other Rochester area athletes and beyond.

Roland Williams, RCSD's most decorated alumnus, Syracuse University graduate, Super Bowl Champion and award-winning Performance Coach has created a comprehensive 3-year strategy to:

- Make RCSD an electrifying asset to increase RCSD enrollment.
- Make RCSD a source of pride for existing players, coaches and administrators.
- Make RCSD a repeatable template for the improvement of additional RCSD athletic teams.

Specifically, the new RCSD strategy will achieve the following goals:

- **Academic Performance:** 90%+ graduation rate of RCSD players

- **Athletic Performance:** RCSDF will be ranked #1 district in NYS.
- [REDACTED] 90%+ placement of RCSDF players will enroll into college, attend trade school or find employment upon graduation.
- **Exemplary Citizenship:** 90% decrease in truancy and suspensions of RCSDF players.

Upon approval, we are prepared to begin implementation of this strategic plan no later than April 1, 2014.

# RCSD FOOTBALL

## **PART TWO: PROGRAM REBRANDING**

Before a new strategy for RCSD can be implemented with success, a strategic rebranding of the current football product must occur. Existing players, coaches, administrators, parents and alumni must embrace the new direction of RCSD and be motivated to actively participate in its transformation.

Here is a sample of what's being said about the RCSD brand:

**"Its disappointing. We fight as best we can to help our players, but we are constantly losing kids to the streets."**  
~RCSD Head Coach

**"I love to play football. But I'm probably going to Aquinas or U Prep. Everybody says playing for a City team is dumb."**  
~Prospective RCSD Player

**"Tradition and pride within our school sports system is being lost, and it starts each year with football. What they do really impacts the entire school."**  
~RCSD Administrator

**"I can't believe the District would do that to a school with such a rich history and sports tradition. Shame on them."**  
~RCSD Parent and Alumni talking about Franklin name change

**"It really seems like the District is dead set on making our job harder than it needs to be."**  
~RCSD Head Coach

**"It's clear the District doesn't respect our past, so why should we support their future?"**  
~RCSD Alumni and current business owner

**"We don't have anything to be proud of."**  
~Current RCSD Player

**"Half the administrators and football coaches are ready to quit.  
The time is now for change."**

~RCSD Administrator

**"City school football is garbage."**

~RCSDF Player

**"As soon as things get tough, many players quit. It seems they just  
don't realize what the benefit to playing football is."**

~RCSD Head Coach

**"It is saddening. I don't know what to believe anymore.  
We need strong leadership for RCSDF like never before."**

~RCSD Administrator

In response to this sentiment, the RCSDF will launch a rebranding strategy to promote the strengths of RCSDF while simultaneously introducing new initiatives that will:

- Consolidate existing assets and utilize increased collaboration to maximize RCSDF impact.
- Creating buzz and excitement around RCSDF to attract new students and retain existing ones.
- Rejuvenating the community's belief in the direction of the RCSD.

Specifically, the rebranding strategy will include:

- A. Team Consolidation
- B. New Team Names & Mascots
- C. Addition of Modified Football
- D. New RCSDF Motto
- E. Mental Development Training

## **A. TEAM CONSOLIDATION**

In order to implement an effective plan for RCSDF, resources must become more focused and consolidated. To begin the process, we will limit participation to only four team locations:

1. East
2. Edison
3. Franklin
4. Wilson

## **B. NEW TEAM NAMES & MASCOTS**

When talking with players, coaches, administration, alumni and the general community, it is clear that the mandated name changes to RCSD schools has been extremely damaging to the morale of RCSDF & athletics as a whole. Specifically, they:

- Unfairly devalue teams and players who no longer use historic school names and mascots.
- Alienates proud alumni of the District schools.
- Serves as a constant reminder of past RCSD failures.

As there is no guarantee additional name changes won't occur, there is a tremendous opportunity to bring an exciting new era to RCSD Athletics by incorporating new names and mascots that honor Rochester's historic past while acknowledging the need to invigorate current and future student-athletes.

RCSDF new team names, mascots and colors will be as follows:

- A. East Vikings (Purple & Gold)
- B. Edison Raiders (Silver & Black)
- C. Franklin Cardinals (Red & White)
- D. Wilson Falcons (Black & Red)

Team colors would be reflective of each school's historic past. New helmets would be painted and have similar logos of their respective NFL mascots. Uniforms would be similar to layouts of each respective NFL franchise.

With this new integration, RCSD will tap into the excitement of the NFL while, representing the essence of the community it represents. With the abundance of NFL merchandising available, it allows fans everywhere to quickly adapt the new mascots as a part of its sports DNA. Additionally, through All Pro Multimedia's relationships with the NFL, a licensing agreement will be secured with national and local vendors to turn apparel purchases for RCSD into added revenue for the RCSD.

### **C. ADDITION OF MODIFIED FOOTBALL**

RCSD will still maintain its four core varsity and junior varsity teams; however, now a "Modified" football team will replace "freshman" football in the District. This adjustment provides an opportunity to engage middle school football players (grades 7<sup>th</sup> & 8<sup>th</sup>) to play with 9<sup>th</sup> as an attractive alternative to youth football. This also gives coaches more time to develop players into their respective football cultures.

### **D. NEW RCSD MOTTO**

RCSD will also adapt a new motto to remind players, coaches, administrators and the community of the District's renewed commitment to football. This new motto will be reflective of our new campaign to become better teammates, leaders, students and community leaders. To instill its sentiment, it will be promoted heavily at every opportunity during all practices, games and community outreach. The new motto will be:



# RCSD FOOTBALL: WE ARE ONE

This motto will also be featured on RCSDF promotional efforts including billboards, media promotions, RCSDfootball.com and player apparel as secured. A simple and unifying logo will also be created for RCSDF.

## **E. MENTAL DEVELOPMENT TRAINING**

As new physical elements are introduced to players, coaches, parents and administrators, the new mental development strategy must also be introduced to:

- Help players and coaches identify their personal goals, potential obstacles and a clear action plan for success.
- Instill consistency in players' personal, academic and athletic performance.
- Equip players and coaches with an inventory of tools and strategies to cope with mental challenges that hinder performance.

All Pro Multimedia will implement a customized mental development program to empower players to take a leading role in their plan for athletic, academic and personal improvement.

The 12-month mental development strategy will include:

- **Team Workshops:** Held at each of the four RCSDF High Schools, each session will provide opportunity to introduce, review and reiterate "RCSDF Champion Principles" (Belief, Courage, Teamwork, Enthusiasm & Perseverance) and how to use these principles to help accomplish goals.
- **One-on-One Meetings:** Performance Coaches will spend time helping players who are having a tough time downloading mental development concepts.

- **Online Integration:** Players will also connect to RCSDF "Champion Principles" via social networking platforms and RCSDfootball.com. Players will be asked to like and share their favorite principle and promote to others.
- **In-Season Curriculum:** Players will continue to develop the champion attitude during the season. Players will have the ability to reiterate their personal athletic, academic and personal goals, potential obstacles, positive solutions and a clear action plan for success.
- **365 Sports Mind Signage:** Large visual reminders will be placed throughout RCSD athletic facilities and sent home with players to remind them of the "RCSDF Champion Principles" and remind them to stay committed to living them out daily.

# RCSD FOOTBALL

## PART THREE: ACADEMIC ACHIEVEMENT STRATEGY

RCSDF provides a unique opportunity to be a consistent catalyst for academic success. Here is the sentiment about RCSDF and its role in academic achievement:

**"As long as players are trying, we need to continue to use football as a carrot to keep kids engaged in school and focused on graduating."**

~RCSDF Head Coach

**"We can do the work. Honestly, we just need somebody to get on us more about it."**

~Current RCSDF Player

**"A lot of players don't come out for football because they know they don't have the grades."**

~Current RCSDF Player

**"I had to take my son and leave this District. They just don't provide the academic support my son needs."**

~Parent of former RCSDF player who transferred to county team

**"With our current academic policies, we are forcing our athletes back to gangs and streets. We need to do something to fight back."**

~RCSDF Head Coach

**"Football players are different than other students. They are a bit more aggressive and are used to coaches yelling at them. Our staff isn't always equipped to deal with them."**

~RCSD Administrator

**"My son doesn't have his dad around. He really needs positive mentors he can relate to."**

~Parent of RCSD 5<sup>th</sup> Grade Student

**"Most players just do what they want and have nobody they can respect and listen to. We need that...like father-figure type of person to tell us the right way."**

~Current RCSDF Player

**"For many of these kids, football is the only thing motivating them to come to school."**

~RCSD Administrator

Current player graduation rates are misleading as they don't account for the players who have quit, transferred or decided not to come out for the team due to previous academic failures. RCSDf has a tremendous opportunity to leverage existing assets and promote strategic collaboration to increase participation while also increasing academic production. The following initiatives will achieve that objective:

- A. Performance Coach Initiative
- B. Expanded Player Support Network
- C. Amended Academic Policies
- D. RocRead Integration

#### **A. PERFORMANCE COACH INITIATIVE**

RCSDf players have a dire need for strong, relatable and consistent people to hold them accountable to accomplish academic, athletic and personal goals. With coaches already over-saturated with other responsibilities, a **Performance Coach** will provide an unprecedented support system for players, coaches, parents and administration. One Performance Coach will be added to support each of the four RCSDf programs. They would also be responsible for their respective feeder school students.

Specifically, a **Performance Coach** will:

- Work with players to define academic/athletic/career goals, discuss potential obstacles and come up with solutions to achieve.
- Hold players accountable for actions necessary to accomplish goals (ie. Attendance, attitude, citizenship, collaboration) Academic Goal Setting
- Engage parents, siblings, family members, alumni, administration, and teammates as needed to act as added support for player success.
- Assist head coaches and administrators with ensuring the program is running efficiently and effectively.

- Monitor and assist with practice and game operations to make sure program is consistent with new RCSDF standards.

Each **Performance Coach** will have the autonomy to do what is necessary for each student to succeed. Players and parent/guardians will sign a written agreement to give Performance Coaches access to academic records and acknowledge they are all committed to accomplishing the player's academic goals.

### **B. EXPANDED ACADEMIC SUPPORT NETWORK**

- **Parent Connection:** This existing asset of the RCSD can be an outstanding vehicle to facilitate increased connection with players and their academic objectives. Performance Coaches will work to get 100% of parents enrolled into Parent Connection and use services to support academic goals. Additionally, Performance Coaches will communicate with each parent/guardian to discuss their student-athletes' academic goals, RCSDF standards, and expectations and solutions to potential obstacles in our way.
- **Alumni Connection:** There is an abundance of qualified alumni eager to find a way to help football players succeed. The new RCSDF strategy will include formally reaching out to alumni of each of the four teams and give a list of Top 10 ways they can support RCSDF, including positive encouragement, creating incentive-based academic challenges, volunteering, joining a newly created RCSDF booster club and other helpful initiatives.
- **Community Connection:** RCSDF will look to form partnerships to communicate to the larger community the new goal of 100% graduation rates for RCSDF players and its "Champion Principles". Supporters include parents, family members, alumni and football supporters. via grassroots and social media platforms.
- **Increased Athletic Director Involvement:** Athletic Directors must have protocols to keep accurate track of graduation rates of its players and

take more formal opportunities to stress its importance to players and coaches.

### **C. AMENDED ACADEMIC POLICIES**

While the intent of RCSDF academic policies are intended to motivate and inspire student-athletes to achieve academically, it is actually having an adverse effect on player graduation rates and players who had a legitimate chance to graduate and become a positive citizen. Amendments will include:

- **Clean Slate Initiative:** This initiative provides an opportunity to continue to use football as a vehicle to save at-risk student-athletes who most believe don't have a chance to succeed academically. Currently, players with bad grades from the previous year are deemed ineligible are forced to miss the first three games of their season.

In a sport where the entire season is only seven games, revoking such a significant amount of a player's season to inspire academic improvement is ineffective. Players are becoming discouraged, disenfranchised and simply stop playing football. Most are returning to a full-time life of truancy, poor citizenship and unimproved academic performance.

A new revised academic policy would allow players who were not academically productive in the off-season to have an opportunity for redemption while not losing the family environment a football team provides. Players who are not up to academic standards would be red flagged and a new protocol would be in place:

- Performance Coaches would work with the student to identify deficiencies and find solutions.
- Parents and support system would be contacted to be involved in the process.
- Player would lose certain team perks and be forced to openly discuss plans to improve with the entire team. This teaches accountability for the player and empowers the team to support

their turnaround.

- Coach would diminish a player's playing time as necessary to motivate the student to perform academically.
- **Mandatory Subject Specific Study Hall:** Most RCSDF players deemed academically ineligible are consistently having difficulty in Math, English or Science. We will use this knowledge to launch preemptive measures to help student-athletes to avoid these pitfalls. RCSDF players will attend subject specific study hall hosted by a qualified teacher in that subject. Players with a 3.0 composite will have the option to attend either classroom or work on other subjects during study hours.
- **Mandatory Summer Engagement:** RCSDF will get ahead of the academic curve and require players under a 3.0 GPA to attend summer school to improve existing grades and learn stronger study habits. Students over a 3.0 GPA will not be required to attend, but will meet the rest of players for mandatory work-outs after summer school ends each day.
- **NCAA Academic Eligibility Training-** Most football players across the nation are unaware that at the end of this year, NCAA academic eligibility requirements are on the rise for prospective Division I athletes. To put into perspective, 40% of current college football player's would NOT be eligible to compete under the new standards. RCSDF will be at the forefront of disseminating this vital information to its athletes. RCSD will also assure that its curriculum is "48H certified" and meet all NCAA Clearinghouse requirements district wide.
- **Academic Credit for Football Participation:** Every RCSDF player is not going to play football in college; however, the skills learned participating in RCSDF will help them for a lifetime. For athletes not looking to adhere to NCAA academic guidelines, this policy provides one more strong motivation to commit to the rigorous off-season program, mandatory study hall days, speed & agility workouts, summer school, mental development training and community outreach required to play RCSDF.

#### **D. ROCREAD INTEGRATION**

This existing asset of the RCSD can be an outstanding vehicle to facilitate increased literacy among students across the district while simultaneously changing RCSDF player perception in the community. The program would include the following:

- **Player School Visits:** RCSDF players will give credibility to reading by visiting Elementary and Middle Schools to read books to children. Players can share their aspirations and encourage kids to read.
- **Celebrity Reader Tour:** Super Bowl Champion Roland Williams and other notable business and community leaders will go on a reading tour to five schools to discuss the value of reading and inspire elementary school kids to pick up a book.
- **WeREAD Video Campaign:** RCSDF players will join coaches and notable community leaders to promote the value of reading by recording short videos reading various books and posting on YOUTUBE, RCSDFootball.com and other locations as requested by the District.
- **Team Reading Competitions:** RCSDF players love to compete. This competition will require teams to select players from each team to see who can read the most books from a selected inventory. The winning player wins pizza parties and other gifts for their entire team.
- **RCSDF Book Drive:** Continuing with the competitive mantra, players will adopt a school and coordinate a year-long book drive competition versus other schools to support literacy.



# RCSD FOOTBALL

## PART FOUR: ATHLETIC ACHIEVEMENT STRATEGY

Despite having the best athletes in the region, RCSD has not been consistently competing for Section V and State Championships. Here is a sample of what's being said about RCSD's on-field product:

**"Undisciplined. Understaffed. Disorganized. That's RCSD football."**

~ RCSD Parent hoping to enroll his son into U Prep

**"Its tough. We are expected to compete on the same level as private and county schools with a fraction of the staff, equipment and administrative support. "**

~RCSD Head Football Coach

**"Other schools laugh at how little RCSD does to develop its rich pool of athletic talent. I live in the city, but I can't justify sending my son to play there."**

~Parent of 8<sup>th</sup> Grade Football Player

**"U Prep, Aquinas and those county teams are committed to do what it takes for their athletes to win. When is the RCSD going to make an effort to catch up?"**

~RCSD Parent of 7<sup>th</sup> grade football player considering leaving district.

**"It's really hard to get a guy to play when we have academic policies that encourage student-athletes to quit if they have a setback."**

~RCSD Head Football Coach

**RCSD doesn't even come close to what Aquinas and other programs have."**

~Parent of Aquinas Football player

**"City schools don't kick field goals and extra points because they are too disorganized to pull it off? That's the saddest thing I've ever heard."**

~Parent of county school football player

**"I didn't choose to play for a City team because they don't have what it takes to take my career to the next level."**

~U Prep Football Player

**"The District only allocates six footballs per year to each high school...  
and that's to cover all of our teams for games and practices. Six footballs?  
Each year, we scratch our heads in disbelief."**

~RCSD Head Coach

**"A lot more kids would play football in the City if they felt there was a benefit."**

~RCSD Player

**"I try to do the best I can with what I have, but I often feel like we aren't  
giving these kids a chance to succeed."**

~RCSD Head Coach

RCSD's new strategy will reverse this negative sentiment by implementing the following initiatives:

- A. Unified Player Development Program
- B. Coach Development Program
- C. Equipment Enhancement
- D. Enhanced Player Benefits
- E. Player Recruitment Campaign
- F. Feeder System Development
- G. Amended Academic Policies
- H. Plan For Additional Athletic Enhancements

### **A. UNIFIED PLAYER DEVELOPMENT PROGRAM**

To address the large disparity between RCSD weight room equipment, staff and in-season and off-season training programs, RCSD will launch a comprehensive unified program to maximize the talented pool of athletes enrolled into the RCSD. Initiatives will include:

- **Off-Season Speed, Strength & Agility Program:** Trainers will take players through off-season training 4 days a week at their schools. During the season, players will work 2 days per week. Cost-effective equipment will be secured to service all players.
- **Player Skill Development Sessions:** RCSD will secure venues and qualified coaches to teach RCSD players the fundamentals skills

needed to dominate the competition. Position by position. Special emphasis will be given to offensive lineman, defensive lineman and special teams -- major areas of weakness for RCSD teams. RCSD players and coaches will all attend a free 5-day camp in June offered by the NFL High School Development Program each year at Wayne Central High School.

- **Champions Academy:** Super Bowl Champion Roland Williams and his NFL/NCAA friends will host an intense 5-week summer program to prepare RCSD players and coaches for the upcoming season. Practices will be 4 days a week and start each day after mandatory summer school. Academy will refine physical and mental skills developed in off-season program. Will begin each session with box lunch and conclude each night with a snack. There will also be opportunity for RCSD coaches to receive additional compensation as Roland's assistant coach.
- **Standardized Practice Formats:** RCSD players will learn to practice and play at an elite level. With an increased emphasis on speed, efficiency and consistency, players will become closer to their goal of perfect execution. Varsity, JV and Modified teams will practice as one unit for portions of practice to make sure standards of execution are consistent.
- **Standardized Safety & Access:** All RCSD players must have fair and equal opportunity to compete in a safe and functional football environment. RCSD will ensure all players have manicured, fields, equal access to requalification and safe passage from school, practice and back home. For example, due to the District not paying for transportation to practice, Wilson players report consistent player assaults, dog attacks, robberies, etc. walking to and from practice.
- **Standardized Offensive & Defensive Schemes:** Current schemes are fragmented and ineffective for long-term success. Players will be introduced to offensive & defensive schemes that they can execute at a high level of effectiveness. Schemes will also provide college recruiters an opportunity for prospects to showcase their skills in a more impactful

way.

- **Special Teams Development:** RCSDF is notoriously known for not having the ability to kick field goals and extra points after touchdowns. We will recruit and secure individuals to kick, snap and hold for PAT's and Field Goals. We will also teach players special team skills sets that will enhance opportunities for exceptional athletes to showcase their skill sets.
- **Unified Home Game Venue:** RCSDF teams will separate itself from other football programs by hosting its home games at Sahlen Stadium. By unifying games in this triple-header format, all of its teams will be able to have support of their fellow RCSDF players, coaches and fans. Players and coaches will have the luxury of playing on high quality field conditions, college recruiters can efficiently scout prospects, fans can enjoy the game in a safe and more modern venue, it becomes more attractive for corporate sponsorship, and the RCSD has a perfect venue to promote and highlight other positives of the District.
- **Adjustment of Modified & JV games to Thursday PM:** Games are currently played on Saturday and are causing problems for young players, coaches, parents and fans. Players are missing games due to transportation issues. Coaches are spread thin and unable to learn from and support Varsity coaches. Parents with multiple children can't see their kids play and fans are unwilling to come see younger talent over older players. The new format would provide opportunity for true support of all programs and give ability for all teams to support Varsity games.

## **B. COACH DEVELOPMENT**

- **Assistant Coach Scholarships:** RCSDF teams are grossly understaffed. For those that simply want to participate on a volunteer basis, the road to become a volunteer coach is timely and unreasonably expensive. RCSDF will eliminate this challenge by providing a maximum of 10 scholarships per team to cover the cost of this process.

- **Coach Recruitment:** Once our rebranding campaign is launched and scholarships are introduced, coaching for RCSDF becomes a value worth promoting. We will launch a campaign to secure the best people to support RCSDF. We will use media, social media and word of mouth to identify the best candidates. Volunteer coaches will have opportunities to generate revenue through other RCSDF-related activities in the off-season.
- **Athletic Trainers:** Currently when a RCSDF player has an injury, the productivity of an entire team is compromised. One coach must handle the injury as best they can while the other coach must manage the players in the game and on the sideline. During practice, no trainers are available. RCSDF will now have athletic trainers to support athletes before, during and after competition.
- **Strength & Conditioning Coaches:** The strategies to efficiently and effectively develop athletes are changing constantly. Currently some RCSDF coaches are trying to create workout regimens for athletes with ineffective equipment and limited resources. Some have no real program. New and qualified coaches will implement a universal workout program given to all RCSDF teams.
- **Mandatory Coaches Clinics:** In order to develop championship athletes, we must first develop championship coaches. Currently, there is no budget for coach development and, as a result, RCSDF coaches operate in a virtual stone age with its football strategies and player development. Under our new strategy, head coaches and assistants will now be required to attend workshops hosted by Super Bowl Champion Roland Williams and his NFL/NCAA coaches, watch videos and review written documents to learn new standardized offensive schemes, defensive schemes, special teams, practice and game day formats.
- **Accountability Meetings:** Although coaches are protected by the Union, they still need to be held accountable for athletic performance. Head Coaches and assistants will be required to meet with RCSDF administrative staff on request to discuss necessary modifications to

adhere to the new RCSDf protocol.

- **Additional Compensation Opportunities:** Currently, RCSDf coaches are the lowest paid in the area, despite managing much more challenging academic, athletic and personal issues. Additionally, there are disparities in the current pay structure for assistant coaches that undermines coach morale and discourages participation from qualified candidates. Until a new and fair payment protocol can be reached, RCSD will support efforts to provide off-season opportunities to generate revenue, increase morale and eliminate the need to pursue other summertime employment.
- **Site Visits:** These annual visits with each football head coach, District administrators and school administrator allows for clear understanding and communication of program concerns and improvements.

### **C. EQUIPMENT ENHANCEMENTS**

To compete successfully, RCSDf must have the tools to get the job done. The new RCSDf strategy will utilize existing assets and provide teams with the bare necessities required to build its programs to excellence.

- **Redistribution of Weight Room Equipment:** There is a large disparity in what weight room equipment is available for RCSDf teams. To balance this reality, we will remove equipment from non-football schools and support our four main program weight rooms.
- **New Equipment For Unified Off-Season Program:** Until renovations of RCSDf weight rooms are able to be funded, the purchase of inexpensive and limited training equipment will be utilized to develop players into champions. Items will include Tractor Truck tires, chains, TRX bands, kettle bells, plyometric boxes, jump ropes and other-cost effective solutions.
- **Purchase of Hudl For Players & Coaches:** Having the ability to watch daily practices and teach from it paramount for accelerated football

success. RCSDF will facilitate this growth by providing this service to its players and coaches. We will also teach them how to properly use the new technology for exponential growth.

- **Video Cameras/Elevated Stands:** Cameras allow for quality footage to be taken during practice or on game day then expedited to Hudl for viewing. Also can be used for player videos on RCSDfootball.com. Camera footage will be shot daily by coaches receiving coaching scholarship.
- **5-Way Headsets:** On game day, communication is vital for a team to be successful. RCSDF must provide coaches the ability to observe opponents, make adjustments and communicate with their teams more effectively.
- **Footballs:** Current protocol has been to provide only six footballs per team to service roughly 100 athletes. The number of footballs per program needs to be increased to at least 20 per team.
- **JUGS Machines & Practice Battery Packs:** A critical need for player and team skill development. Currently, Wilson & Edison have machines but don't have the critical practice battery pack needed to use device effectively. Would need to purchase two additional machines plus four battery packs.
- **Increased Locker Room Sanitation:** Players report mildew and unsanitary conditions in locker rooms during both the off-season and in-season. We will make sure players have sanitary environments that allow them to focus on performance. Will include the purchase of clothes rings or small bags for players to organize and efficiently wash their gear. Assistance coaches will be asked to take gear to Laundromat once a week to help keep lockers clean.

#### **D. ENHANCED PLAYER BENEFITS**

RCSDF must build a strong case to reverse the exodus of its talent pool to private, county and charter schools. By tapping into existing assets and

promoting successes, RCSDF has an opportunity to become the most attractive football program in the region and beyond.

New RCSDF player benefits include:

- **Unified Off-Season Program:** This unprecedented program will give the abundance of special athletes within the RCSD the development they need to achieve greatness. This 20-week program will enhance player dynamic strength, agility, speed and conditioning making them formidable foes when the season arrives. To compliment these sessions, players will participate in position- based skill development programs at an inside facility TBD until weather permits outdoor practice.
- **Champions Academy:** Super Bowl Champion Roland Williams and his NFL/NCAA friends will host an intense 5-week summer program to prepare RCSDF players and coaches for the upcoming season. Practices will be 4 days a week and start each day after mandatory summer school. Academy will refine physical and mental skills developed in off-season program. Will begin each session with box lunch and conclude each night with a snack. There will also be opportunity for RCSD coaches to receive additional compensation as assistant coaches.
- **Player Workout Gear:** Through a groundbreaking partnership with Rawlings Football, each RCSDF player and coach will receive workout gear from RCSDF. Additional gear can be purchased at discount through RCSDfootball.com including shorts, shirts, hats, hoodies, etc.
- **Home Games @ Sahlen's Stadium:** Exclusive access to the best football venue in Section V. All RCSD home games will be played there.
- **Extended access to school facilities:** Players report they are getting put out of school venues at 7pm despite still needing to complete tasks.
- **RCSDfootball.com:** An exclusive website to promote players, coaches, administrators, fans and supporters of RCSDF. Site will include bios and



photos for each student-athlete, information on their academic, athletic or citizenship. Will also promote interesting stories within the four teams.

- **RCSDF Combine:** A repeated request of RCSDF players. Gives RCSDF players a chance to be evaluated and assessed for help with college recruiting, bragging rights, and personal development. RCSDF players will have the ability to compete in the 40-yard dash, strength, agility and skill showcases. Results will be posted on RCSDfootball.com
- **Expanded RTS Passes:** This unique asset of the RCSD must be used to support football development and player recruiting efforts. RCSDF RTS passes will include their photo and RCSDF: WE ARE ONE identification. These special passes will be expanded to permit RCSDF players to travel on busses whenever necessary.
- **Player Field Trips:** RCSDF players will build team camaraderie while learning the rich history of the city it represents. Players will be taken to various venues (ie. Planetarium, Beach, Museum, etc.) via RTS or busses during the off-season to learn about and connect with Rochester points of interest.
- **12-Month Mental Development Training:** Belief. Courage. Teamwork. Enthusiasm. Teamwork. We will work non-stop to help students learn these critical skills needed to succeed in life on the field or off. Includes District-wide summit, quarterly workshops, in-season curriculum, online integration, in school signage and more.
- **Performance Coaches:** Individuals that will personally keep track of RCSDF players' athletic, academic and personal goals. Each Performance Coach will be assigned to cover each High School plus its feeder schools, and responsibilities will include monitoring study hall, communicating with parents, reporting behavior and athletic production, support Head Coach and AD on football initiatives as needed, and handle community outreach initiatives.
- **Annual RCSDF Awards:** This cross between a graduation ceremony

and the ESPy's will give every player a chance to be recognized for their commitment to RCSD. Will also give awards for teams and individuals for extraordinary athletic, academic and citizenship performances.

- **Discounted Products & Services:** Local businesses are eager to support positive initiatives in the City of Rochester. Vendors will provide complimentary or discounted products or services for RCSD players after players show their RTS buss passes.
- **NCAA College Readiness Training:** RCSD players will learn the specifics about what it takes for enrollment into college. Information will also be sent home to parents/guardians to keep them aware of the process.
- **Career Readiness Training:** Most players won't become professional athletes, but we want all to become professionals at something. RCSD players will be introduced to a host of post high school options available to them including college, trade school, employment and military options.
- **NFL/NCAA Players & Coaches Affiliation:** Can RCSD athletics create winners? Ask Section V Football's most accomplished athlete, Roland Williams. He's a proud graduate of the RCSD and works directly with RCSD players to help them on their journey to success.
- **Post Practice Snacks/Meals:** RCSD partners with local supporters to provide timely snacks and meals to help student-athletes have enough energy to push hard through their academic and athletic responsibilities until they get home.
- **Player Professional Wear:** RCSD wants 100% of its participants to graduate and be college or career ready. To aid in that process, players will learn to become confident in professional attire. Each player will be given a shirt & tie to wear on specified District-wide days to dress in professional fashion.
- **Weekly Media Reports:** RCSD partners with the City's top media outlets to keep the community abreast of what's going well with RCSD

athletics. Weekly reports on local television, radio and print outlets will provide added incentive to produce winning results.

- **In-School Display/PA Announcements:** Football players will be celebrated for participating in our program each week and striving to make their school a better place. Each month, a different position group will be highlighted on a special bulletin board and PA.

### **E. PLAYER RECRUITMENT CAMPAIGN**

RCSD provides a much-needed structured environment for student-athletes to excel. Following implementation of RCSD enhancements, a passionate recruiting campaign will be launched to connect with prospective players, parents and their feeder programs. Campaign elements will include:

- **RCSD Football Assemblies:** An annual assembly at high schools and feeder schools for current and potential High School football players. Will provide an inspirational introduction to RCSD from Super Bowl Champion and RCSD alumni Roland Williams, explanation of football's benefits and what participation requires. Will also include guests from the NFL/NCAA, military, trade schools and employers to discuss the correlation between football success and post-high school achievement.
- **Unveiling Ceremony & Press Conference:** RCSD will get the most out of this new investment in jerseys and mascots by hosting an unveiling ceremony with models showcasing the new jerseys and helmets. A press conference will follow with the superintendent, school administrators and Roland Williams.
- **Parent Calls:** Proud RCSD graduate and Super Bowl Champion will make personal and robotic calls to parents to discuss the value of playing team sports and the exciting new benefits of playing RCSD.
- **Open Houses:** Roland, current RCSD players, coaches and supporters will attend open houses of middle schools to promote RCSD and its benefits.

- **RCSD Middle & High School Lunch Time Visits:** Roland, current players and coaches will come to schools, set up a booth and engage prospective players at lunch time. Special team players will also be recruited if not already secured.
- **Youth Football Visits:** Proud RCSD graduate and Super Bowl Champion Roland Williams will reach out to youth football teams to encourage them to support and participate in RCSD. Existing players and coaches will go to youth football games to root on local teams and foster positive sentiment.

#### **F. FEEDER SYSTEM DEVELOPMENT**

The new RCSD strategy must make an effort to make its feeder programs feel like they are a strong and important part of the RCSD family. Current district feeders for the four new RCSD teams would be as follows:

##### **EAST VIKINGS**

East High School  
School Of The Arts  
World Of Inquiry School

##### **WILSON FALCONS**

Wilson High School  
Early College  
School Without Walls  
Wilson Foundation

##### **EDISON RAIDERS**

Edison High School  
Monroe High School

##### **FRANKLIN CARDINALS**

Leadership  
Charlotte  
Vanguard

Integrated Arts  
North West/North  
East-Freddie Thomas

Additionally, there are a host of youth football programs throughout the city that provide players to the RCSDF programs. Local youth teams include:

Rochester Rams  
Rochester Hurricanes  
Southwest Colts  
Tenth Ward Tigers  
Rochester Cowboys  
North West Falcons

Feeder program development strategies include:

- **Flag Football Integration:** Flag football is a tremendous way to casually introduce football skills to a younger audience. Zero impact and is able to be played by both girls and boys. Games will be integrated into PE classes at middle and elementary schools as possible.
- **Coach Visits:** Youth football is critical to the success of RCSDF. Head Coaches and assistants will visit each feeder school at least twice each year to let them know how important they are to the success of RCSDF, speak to youth about the benefits of football participation, and invite youth staff to attend coaches' clinics, come see practice and become a part of the program.
- **Player Visits:** Trips will be coordinated with Performance Coaches for players of teams to visit feeder schools.
- **Celebrity Visits:** Roland Williams will visit major youth programs to discuss the value of playing team sports and the exciting new benefits of playing RCSDF.

- **Free Summer Youth Clinic:** This one-day program will utilize the services of RCSDf players and coaches to service its next generation of players. This program will provide an opportunity for young players ages 7-13 to get a feel for what the "big guys" do in the off-season to prepare for the upcoming season. Will include beverages, snack and information about RCSDf.
- **Free Coaches Clinic:** This two-day initiative will bring RCSDf coaches and youth football coaches together to learn fundamentals of offense, defense and special teams. Hosted by Roland Williams and NFL/NCAA coaches.
- **Mandatory JV & Modified Game Attendance:** RCSDf's new motto is WE ARE ONE. So we will create environments where players will act like it. RCSDf players will attend its respective JV and Modified games each week to support young players.

### **G. AMENDED ACADEMIC POLICIES**

While the intent of RCSDf academic policies are intended to motivate and inspire student-athletes to achieve academically, it is actually having an adverse effect. Current policies are reducing player enrollment, and the retention of existing players who have a legitimate chance to graduate and become a positive citizen through the support of their athletic affiliation.

Amendments will include:

- **Clean Slate Initiative:** This adjustment would provide an opportunity to use football to save student-athletes who don't otherwise have a chance to succeed academically or athletically. Currently, policies in place make ineligible players miss the first three games of their season.

In a game where the entire season is only seven games, revoking such large percentage of a player's season is making it virtually impossible to retain players and field teams at the beginning of football seasons. In 2013, a RCSDf team actually had to forfeit a game as they didn't have

enough eligible players to field a team.

From a football perspective, this is tragic for both the ineligible player and the eligible player, destroying team cohesion, depth charts and team morale.

A new academic policy would allow players to have an opportunity for academic redemption while not impacting the entire team. Players would be red flagged and placed on academic probation. Performance Coaches and newly created support teams would provide increased assistance to athletes. Head coaches would give limited playing time to players on academic probation as needed to motivate them.

- **Mandatory Summer School Engagement:** Besides its extensive academic benefits, athletically, having RCSDF players in one place at one time provides an ideal opportunity to build team cohesion and develop stronger work habits.

## **H. PLAN FOR ADDITIONAL ATHLETIC ENHANCEMENTS**

To build a winning football culture for years to come, continued upgrades must be made to RCSDF assets in 2015 and beyond as budget and fundraising permits. Enhancements include:

### **A. Weight Room Enhancements**

- Size Standardization
- Equipment Standardization
- Full-Time Strength & Conditioning Coaches (For all athletics)

### **B. Equipment Enhancements**

- Bags & Dummies
- Lineman Chutes
- On-field practice timers
- Hydration Equipment
- Organizational Equipment

### **C. Support Room Enhancements**

- Locker Rooms

- Player Lounges/Film Rooms
- Computer/Academic Labs
- Training Table
- Washing Machines
- Athletic Trainers
- Equipment Managers/Team Managers

#### **C. Coach Development**

- Budget for Coaches Clinics
- Additional Assistants
- Performance-Based Bonuses

#### **D. Increased Players Benefits**

- SAT/ACT Preparation
- Internship Program
- RCSDF All Star Games (All Levels)
- 7-on-7 All Star Team
- College Tours



# RCSD FOOTBALL

RCSDF players must start their football experience with at least an idea of their post-graduation direction. Whether college, trade school, military and/or post high school employment, each player's long-term goals must be identified and reiterated to connect students with how their short-term actions can impact the long term vision. Here's what's being said about life after playing RCSDF:

**"Them coaches don't care what we do after we done playing."**

~RCSDF alumni

**"I don't know what I want to do when I graduate."**

~Current RCSDF Player

**"I already sent one son to play football in the city. He was a star player, but they didn't help him get into college. I won't be sending my other sons there."**

~Parent of RCSDF Alumni

**"I guess as long as I graduate, I'm good. Somebody is going to hire me."**

~Current RCSDF Player

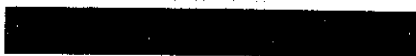
**"Football has an opportunity to be a transformative oasis for hundreds of young minority men in our city schools. I hope the District will give it the necessary resources to develop these future leaders."**

~Rochester Community Leader

With RCSDF working to increase the academic and athletic performance of its participants, its legacy will be based on the long-term success of its participants. To assist with our objective of 90% placement in college, trade school, military or employment, our plan includes the following:

- A. Life Skill Education
- B. Education On College Requirements



- C. Exposure To Career Opportunities
- D. Exposure To Trade School & Military



- **Social Etiquette Training:** How to properly shake hands, tie a tie, be respectful to others, and communicate clearly will be a few of the skill sets taught to players.
- **Financial Fundamentals:** how to obtain a bank account, how to write a check, and how to check your credit report will be some of the basic lessons taught.
- **Grooming:** Dental hygiene basics, hair grooming and the basics of clothes maintenance will be taught.
- **Professional Mondays:** RCSD players will get each week started by acting like a professional. Shirt and tie, cleanly groomed and perfect attendance will be expected.



- **SAT/ACT Assistance:** These tests have hindered RCSD players from attending college for years. We will assist by providing classes and education to help them be successful in this test.
- **Local College Tours:** Provides an opportunity for students to see how obtainable college admission is. By visiting local colleges like University of Rochester, RIT, Brockport and Monroe Community College, players will become more comfortable in a college setting.
- **College Coach/Staff Visits:** Coaches will be invited to come and speak and observe RSCD football players in their environment to teach them the fundamentals of what it takes to make it to the next level.

- 
- **Power Panels:** Will secure a list of business professionals that cover a wide range of careers to come and speak to players before and after practice.
  - **Employee Visits/Internships:** For student athletes with particular interests, we will provide opportunities to visit employers and potentially participate in internship opportunities.
- 

- **Exposure to trade school & Military:** We will get members from existing organizations to come and speak to our students and parents about benefits and importance of graduation to support this dream.

# RCSD FOOTBALL

## **PART SIX: PLAN FOR COMMUNITY ENGAGEMENT**

Football players are historically the most influential group of students within a high school setting. Here's what people are saying about RCSDF players' influence:

**"Football players own the campus. When they put value on anything, it carries weight."**  
~RCSD Administrator

**"I'm sick and tired of hearing how terrible things are with the District.  
Time to hear something else."**  
~City Resident

**"My wife and I don't have kids, but I played football in the City and want to help  
make a difference with young athletes. What can I do to help?"**  
~RCSDF Alumni

**"Smart teachers know that their biggest allies in their classroom are athletes.  
Win them over and they help you win the rest over."**  
~RCSD Teacher

**"Our students look up to the kids in high school. Especially the athletes".**  
~RCSD Administrator

**"Wish these kids would do something positive for a change."**  
~City Resident

**"To our young boys, tackle football players are heroes. No matter what level they play."**  
~RCSD Elementary School Administrator

RCSDF players have an opportunity to extend their influence much further than their school walls. After we provide them with all the benefits of playing RCSDF, it's important we teach players to reciprocate by doing more to help others. The strategy will include the following initiatives:

- **Community Clean Ups:** Each team will identify a few blocks in their area to clean and do it twice per year.

- **Customized Community Visits:** Each coach and team captains will be required to create one-community service projects for the entire team.
- **Player Leadership Committee:** Four team captains will be elected to be a part of the RCSDf Leadership Council. This group will meet with Roland, performance coaches and staff bi-monthly to discuss program elements and necessary adjustments.
- **RCSDf Promotional Campaign:** Will be more proactive promoting great stories of RCSDf players, coaches, administrators and support systems on RCSDfootball.com and other social networking sites. Will have feature stories on players and coaches. Press releases will be distributed.
- **Free Summer Youth Clinic:** This one-day program will utilize the services of RCSDf players and coaches to service its next generation of players. This program will provide an opportunity for young players ages 7-13 to get a feel for what the "big guys" do in the off-season to prepare for the upcoming season. Will include beverages, snack and information about RCSDf.
- **Free Coaches Clinic:** This two-day initiative will bring RCSDf coaches and youth football coaches together to learn fundamentals of offense, defense and special teams. Hosted by Roland Williams and NFL/NCAA coaches.
- **Free Tickets To RCSDf Games @ Sahlen Stadium:** All-Pro Multimedia will secure local sponsors underwrite select community groups and citizens to attend RCSDf games at no cost.
- **Fundraising Campaign:** All Pro Multimedia and Roland Williams will launch a fundraising campaign to generate revenue to offset costs of RCSDf upgrades. Strategies will include sponsorship procurement, product licensing and player fundraising efforts. Funds will be deposited into the newly created District-wide booster club account.

## **CONCLUSION: A MESSAGE FROM ROLAND**

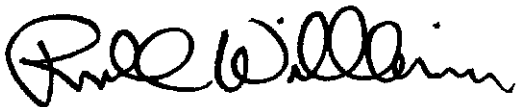
As a proud graduate of the Rochester City School District, I am grateful for this opportunity to provide the District with the winning strategy to make its football programs a consistent gateway to increased graduation rates, college and career readiness, exemplary citizenship and athletic success.

With your approval, this new strategy will make football an asset that will increase enrollment, revenue, morale and provide a consistent reminder of the positive direction this district is headed.

Although the challenges are many, I am prepared to personally commit the time and resources necessary to assure this 3-year strategy is implemented properly and will be sustainable without outside intervention for years to come.

Together, we can make a difference.

Respectfully,

A handwritten signature in black ink, appearing to read "Roland Williams". The signature is fluid and cursive, with the first name "Roland" written in a larger, more prominent script than the last name "Williams".

**Roland Williams**

RCSD Graduate & Super Bowl Champion

# RCSD FOOTBALL

## APPENDIX A

**A: RCSDF ANNUAL BUDGET****(SEE EXCEL SHEET)**