



**Washington Youth Soccer Strategic Plan Action Items**

Acronyms	
SOC	Soccer Oversight Committee

Tactics	Description	Action	Responsible	Milestones	Status/Results
1	Develop seamless soccer approach in all aspects of the Washington Youth Soccer organization and its organization of leagues and team play.	Ongoing			
2A	Redesign League and Cup play into four levels (from the current 5-6)	Develop a program for conducting Focus Groups as a method of getting information and suggestions from membership	SOC	Development process begins 10/03/09 1 <sup>st</sup> Focus Group: 12/1/09	Project will be assigned and start 10/03/09
2B	Establish standards to evaluate player skill level at the club level, and allow placement in appropriate league. Establish expectations at each level of play. Explain expectations to parents. Factors: Technical skill Physical skill Tactical skill Psychological skill	Prepare document defining each element of evaluation.  Establish method for dissemination	Gary White	First draft: 12/31/09 Review and finalize: 1/15/10 Implementation: 03/01/10	Under 6 Curriculum completed.  All other age groups in process
2C	Change soccer calendar for league play so that all leagues have better defined and more compatible starting and ending dates, and culminate in a season ending tournament	Prepare online survey for suggestions and recommendations from memberships	SOC	First draft: 12/01/09 Review and finalize: 01/15/10 Complete online: 03/01/10	Project will be assigned and start 10/03/09
2D	Create and provide a choice of offerings at the local level that de-emphasize games and emphasize academy/jamboree style training at young ages	Develop Conceptual program	SOC Jan Phillips Committee Chair Casey O'Leary	Draft due 12/01/09	



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2E	Foster local decision making as to how to achieve seamless soccer objectives, with support by Washington Youth Soccer	Develop website survey to solicit suggestions to maintain and improve Washington Youth Soccer seamless soccer administration.	Washington Youth Soccer staff, Amy Wallsmith, Elizabeth Flannery	1 <sup>st</sup> draft of survey due for review: 12/01/09 Input & revisions: 01/05/10 On web site by 02/01/10	Ongoing
2F	Voluntarily consolidate districts and associations to improve communication between local and state bodies, reduce duplication of efforts, and allow better focus on capacity building at local level  <ul style="list-style-type: none"> <li>✓ Three year objective on reducing number of associations to a number at which they could coordinate directly with WYS and eliminate the need for districts.</li> <li>✓ Work with District 5 and possibly another of associations and clubs, thereby demonstrating the potential gains to be realized</li> <li>✓ Identify natural partners</li> <li>✓ Enforce a size limitation on associations</li> </ul>	Identify “friendly” districts amiable to streamlining through consolidations  Interact with districts	SOC Fisher	District 5 in process, status report by 12/15/09	Ongoing
2G	Create a <b>Soccer Oversight Committee</b> to work with the management staff to oversee the <b>Seamless Soccer System</b> which benefits all levels of play	Initial committee has been formed and will be reviewed	Fisher	Monthly Meetings Report on status of committee and their results will be available monthly	Ongoing
3A	Establish Best Practice Board of Directors and Governance System	Refer to strategic plan	Scranton Glick and Associates	Report on guidelines 11/30/09	
3B	Implement a realistic transition plan	Ongoing	Fisher		
3C	Develop an annual audit process and committee		Maitland	Presented 09/23/09	Ongoing
4A	Develop and support relevant operating committees that effectively guide the soccer system.	.....  .....	Fisher  Fisher, SOC	Standing Committees  Assign 10/3/09	Completed 9/26/09



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4A (cont'd)	<ul style="list-style-type: none"> <li>✓ As needed, change Disciplinary, Ethics and Appeals Committees</li> <li>✓ Change <b>Rules Committee</b> to develop more policy and philosophically driven rules</li> <li>✓ Change <b>Recreation</b> to become a subcommittee within the larger soccer oversight committee</li> <li>✓ <b>Competition</b> divided into Select and Premier committees within the Oversight Committee</li> <li>✓ <b>TOPSoccer</b> – provide a path for TOP Soccer players to work their way into the mainstream recreational program</li> <li>✓ <b>Soccer Across Washington</b></li> <li>✓ <b>Mediation</b> – use volunteers for occasional need for mediation</li> <li>✓ <b>Community Soccer Committee</b> for event participation in the communities</li> </ul>	<p>.....</p> <p>.....</p> <p>.....</p> <p>Continue expansion</p> <p>For Discussion</p> <p>For Discussion</p>	<p>SOC</p> <p>SOC</p> <p>Torres</p> <p>Tracy Murphy</p> <p>Fisher</p> <p>Andreassen</p>	<p>Assign 10/3/09</p> <p>Assign 10/3/09</p> <p>Assign 10/3/09</p> <p>Ongoing</p> <p>Discussion</p> <p>Discussion</p>	
4C	Build a staff, commensurate with the budget to implement the totality of this plan	Ongoing review to meet budget parameters	Fisher	Ongoing	
5A	Governance Committee of Board of Directors will develop and oversee an evaluation process of the Board of Directors, Executive Director/CEO and Committees	<p>Self-evaluation according to the broad principles outlined by <b>Board Source</b></p> <p>360 Degree evaluation of the Executive Director</p>	<p>Glick</p> <p>Mana'o</p>	<p>12/01/09</p> <p>12/15/09</p>	
5B	Annual membership survey and other market research to ascertain factors affecting Washington Youth Soccer	Develop survey and methodology Survey and focus groups	Fisher Varsity Communications Jan Phillips Amy Wallsmith Elizabeth Flannery	<p>Survey content: 12/15/09</p> <p>Implement: 1/30/10</p> <p>Committee member outreach 10/30/09</p>	In process



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5C	Strategic Planning Committee will monitor or suggest improvements to programs and systems	Develop new methodology for gathering input from districts and members	Jan Phillips	10/30/09	
6A	Educate and clarify expectations for each level of play to parents, players and coaches	Develop information piece for Web site and E-newsletters	Andreassen Fisher Wallsmith Flannery	Monthly newsletter on web 10/15/09	
6B	Convey importance of youth and player development to parents and coaches, especially of players 13 and under	Information will be available in monthly newsletter	Fisher Wallsmith Flannery	Ongoing	
6C	Improve specific communications with members	Through web site and newsletter	Wallsmith Flannery	Ongoing	Ongoing
6D	Upgrade and broadly apply technology	Form Information Technology Committee	Fisher Wallsmith Higgins	Completed	Committee of Bill Worden and Don Stevenson plus others
6E	Develop written communications policy to keep on file	This will be ongoing through web site and newsletter	Wallsmith Flannery	Ongoing	
6F	Address new level of play terminology		Gary White		
7A	Increase staff support & Member Services	Add two senior staff in 2009, including a high-level position for District Communications	Fisher	On Hold	
		State staff provide assistance to Districts and Associations	Fisher	Ongoing	A positive and responsive attitude is part of the Washington Youth Soccer philosophy and is projected by all Washington Youth Soccer staff to districts, associations and members.
		Have Washington Youth Soccer staff available after hours to provide member support	Fisher	Available as needed	Ongoing



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7B	Make state staff and resources more accessible; utilize local resources most efficiently	Identify and provide hardware tools required at district level	Worden, Stevenson Information Technology Committee	Requirements Document: 12/1/09 Company Proposal for Services: TBA	Ongoing
		Provide technology support to supplement face to face meetings	Worden	See above	Ongoing
		Review state and district responsibilities to determine which matters can be handled most efficiently by districts vs state organization.	See 2F	See 2F	Ongoing
7C	Complete Best Practices Manual as current, regarding both administrative and soccer matters	Complete employee, coaching and other administrative handbooks as required	Fisher  Wallsmith Flannery	Employee Handbook updated and completed Coaching Handbook Completed Review other administrative handbook requirements with BOD – 10/31/09  Style Guide/Identity Association Operations Manual	Completed  Discuss other requirements at 10/31/09 BOD meeting



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8A	Develop and maintain policy and principle-based rules <ul style="list-style-type: none"> <li>✓ Make documents user friendly – leverage technology</li> <li>✓ Simplify when possible</li> <li>✓ Keep all pieces of a topic together – to make finding the logic easier</li> <li>✓ Eliminate redundancy</li> </ul>		SOC and BOD	Ongoing	
8B	Expand function of Rules Committee to include development and maintenance of policies and principle-based rules. District Commissioners select Rules Committee Members which will report to the Executive Director	Review at SOC 10/03/09	Fisher	Draft 12/01/09	
9A	<b>Revenue Stability, \$1,000,000 in annual new revenue by 2013 Reduced pressure on player fees.</b>  Develop board and staff with capacity for major and corporate donor development  Write job description and review current requirement	Build a Board of Directors with significant experience in partner and donor development and major corporate donor fundraising	Andreassen	Ongoing	
		Retain an Executive Director with significant experience in partner and donor development and fundraising			Completed 06/01/09
		Hire an experienced Development Director by 2010	Fisher BOD	Executive Director will handle this responsibility	On Hold



Date: October 2, 2009  
 Prepared by: Terry Fisher

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9B	Develop Relationships with Foundation and Corporate Partners	Expand and develop existing and new relationships with natural partners such as Sounders FC, national and regional soccer and athletic federations, US Soccer, Foundations including educational foundations, corporations and corporate foundations, especially those with products and/or interest in youth sports	Andreassen Fisher BOD Members	Sounders FC and  Washington Youth Soccer are in advanced discussions on joint-marketing partnerships	
9C	Develop major (individual) donor giving campaign	100% of board members make an annual gift	Andreassen, BOD, Fisher	10/31/09 BOD	
		Development Director to work with fundraising committee to develop and implement a major donor campaign by 2010 or 2011	Andreassen, BOD and Fisher function	Discussions	
		Develop plan for major fundraising event	Fisher	TBA	



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10A	Improve Asset Management for the benefit of members	Acquire ownership and/or access to additional playfields for Washington Youth Soccer and/or members	Andreassen Fisher	TBA	
		Establish program for lobbying for land – make appropriate contacts to begin the process			
		Invest net revenues in money market funds and CD's to maximize security of assets	Maitland	Present at BOD Meeting on 10/31/09	
		Have new Board Members reevaluate use of assets	Maitland	Present at BOD Meeting 10/31/09	
10B	Manage budget for the benefit of membership by keeping overhead down, investing in services and programs that benefit districts and associations	Monitor budget to keep in line with financial parameters. Adjust budget spending as required.	Fisher	Ongoing	Ongoing
		Provide low-interest Loans to members to facilitate building and improving fields	BOD Maitland	Ongoing	
		Increase support for districts, associations and clubs to most effectively deliver services that benefit players	Fisher	Ongoing	
		Improve communications across and within all levels of WYS	Staff		
10C	Develop and provide relevant, user-friendly and transparent budget and financial reports	Post monthly budget on web site	Fisher Maitland	Ongoing Discuss 10/31/09 BOD	
		Simplify budget format	Maitland	Ongoing	
		Add explanatory notes	Maitland	Ongoing	



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10D	Manage Risk	Maintain risk management program, including Bonzi to maintain best-practice	Higgins	Ongoing	
		Maintain secondary health insurance for members from on-field injury	Maitland	Ongoing	
		Address State Referees Committee	Fisher	BOD Meeting 10/31/09	
10E	Maintain financial stability by retaining a minimum of 5 months operating reserves; gradually growing reserves in the future <ul style="list-style-type: none"> <li>✓ Membership dues and fees reinvested in programs that benefit members</li> <li>✓ Growth in reserves to come from excess of private contributions</li> <li>✓ New Board will reevaluate financial management policies</li> </ul>		Maitland BOD	Report from BOD on a regular basis regarding financial investments and growth.	Ongoing