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Washington Youth Soccer
500 S. 336th Street, Suite #100
Federal Way, WA 98003-6389

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Stephanie Koerner District 6 Commissioner
Sven Akerman District 7 Commissioner

Washington Youth Soccer Office

Terry Fisher CEO

Board of Directors Meeting

December 20, 2013 at 3 PM
Conference Call

Call to Order: Meeting called to order by President Doug Andreassen at 3 PM

Roll Call: Present: Doug Andreassen, Tom Ament, Mark Schuur, Bill Hurme, Bill Nuttall, Exequiel Soltero, Paula Griffin, Patrick Madden, Dan Vaughn, Greg Rogers, Tim Sekerak, Chris Wood / Not Present: Daren Mancini / Guests: Judy Andrews, Yolanka Wulff / Staff: Terry Fisher, Hillary Beehler, Todd Lincoln

Approval of Minutes: BOD Meeting November 9th, 2013 – approved as presented

New Business:

Proposal from District 6 for an Unrestricted League – document attached. Board does not approve unrestricted league sanctioning, with Patrick Madden abstention. Consideration of application for BOD position for Kevin Martin – not confirmed Discussion of Inland Empire Youth Soccer Association (IEYSA). Board directs legal counsel to continue negotiations with IEYSA.

Meeting Adjourned at 4:05 PM

Next Meetings:

January 24, 2014 at 6 PM Embassy Suites Hotel
January 25, 2014 at 8 AM Embassy Suites Hotel



From: [Terry Fisher](#)
To: [Todd Lincoln](#); [Kimberly Calkins](#); [Hillary Beehler](#); [forwardTAMent](#); [Select Chair](#); [Timo Liekoski](#); [Cole Morgan](#)
Subject: FW: Unrestricted League - Washington Youth Soccer 12/9
Date: Tuesday, December 10, 2013 9:11:20 AM
Attachments: [Unrestricted League - Washington Youth Soccer.pptx](#)

Terry Fisher | CEO | Washington Youth Soccer

T: 253.944.1601 | **F:** 253.925.1830 | **TF:** 877.424.4318 | 500 South 336th Street / Suite 100 / Federal Way, WA 98003
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From: Stephanie Koerner [mailto:skoerner13@gmail.com]
Sent: Monday, December 09, 2013 6:47 PM
To: State President
Cc: Terry Fisher; Tina Varey
Subject: Fwd: Unrestricted League - Washington Youth Soccer 12/9

Doug

This 2013 Fall Season has been the most difficult season for D6 to date. The loss of teams in the Spokane area along with some Idaho Clubs going US Club soccer have put a strain on what historically has been a very healthy soccer league. In the past five years - D6 has seen our soccer community slowly fracturing into multiple leagues. D6 was still the largest league until this year. With the loss of all the Spokane Clubs, but the Shadow, and some Idaho clubs - D6 lost approximately 100 teams. Multiple leagues competing for limited player base means few teams competing at a local level, leagues have a hard time creating multiple divisions in age groups, less chance for like vs. like competition, and families usually see an increased travel schedule.

Over the last couple of months, the District 6 board has been presented solutions/presentations by Washington Youth Soccer and Idaho Youth Soccer - each of these solutions revolved around changes in the structure of the league but did not address the main concern of the District 6 Board: A fragmented soccer community, which resulted in not enough teams to provide a quality experience - such as like vs. like play and less travel.

While most everyone in Eastern Washington/Oregon/Idaho understand that with competitive soccer there is travel - since D6 has the largest geographical area, that should also be taken into account.

The purpose of WSYSA District 6 is to promote and further develop the game of soccer.

This shall include encouraging and assisting the education and training of players, coaches and referees, as well as promoting, encouraging, and when necessary, directing exchanges, tournaments, and District 6 League competition.

Please find attached the District 6 presentation for an unrestricted league. The District 6 board feels strongly that the largest issue at hand has not been addressed - but that the proposals brought up continue to fraction D6, which is the issue already. The District 6 board feels strongly that an effort must be made to unite the multiple soccer leagues in our geographical area into a single unrestricted league open to all US Soccer affiliated participants.

I would ask you to look at this presentation and give your feedback. I would also petition to present this to the Washington Youth Soccer Board of Directors as soon as possible. Please let me know your thoughts. Thank you.

Stephanie Koerner

A champion is someone who does not settle for that day's practice, that day's competition, that day's performance. They are always striving to be better. They don't live in the past ~Briana Scurry

Out of fear, people will behave in many ways that lack integrity & go against who they really are. They continue to behave as they may have as children: lying, stealing, temper tantrums, anything they can to have control over getting what they want, even when it harms others...a lack of integrity has become the norm in our society ~Margaret Paul, PhD

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Unrestricted League

December 7, 2013





US Soccer Federation Mission Statement

The Federation's statement has been clear and simple: to make soccer, in all its forms, a preeminent sport in the United States and to continue the development of soccer at all recreational and competitive levels.





Mission Statement Washington Youth Soccer

It is the mission of Washington Youth Soccer to foster the physical, mental and emotional growth and development of the State of Washington's youth through the sport of soccer at all levels of age and competition.





Changing Soccer Landscape

Since Fall 2008 the eastern Washington soccer community has been split into multiple leagues.

- Fall 2008 – All teams play in US Youth Soccer (Washington Youth Soccer / IYSA) leagues.
- Spring 2008 – Puget Sound Premier League launches. Top eastern Washington teams not allowed in the PDL move from Washington Youth Soccer state league to the PSPL statewide league.





Changing Soccer Landscape

- Fall 2010 – PSPL Inland NW Copa League launches with 36 (U11-U14) teams. Grows to 71 teams in Spring 2013.
- Fall 2013 – Washington Youth Soccer’s announcement to replace the two Spokane Associations with a new one causes all Washington Youth Soccer teams in Spokane except SSC Shadow to go US Club Soccer. This shift causes additional teams to leave moving 100 teams from District 6 to Inland NW Copa League.





Changing Soccer Landscape

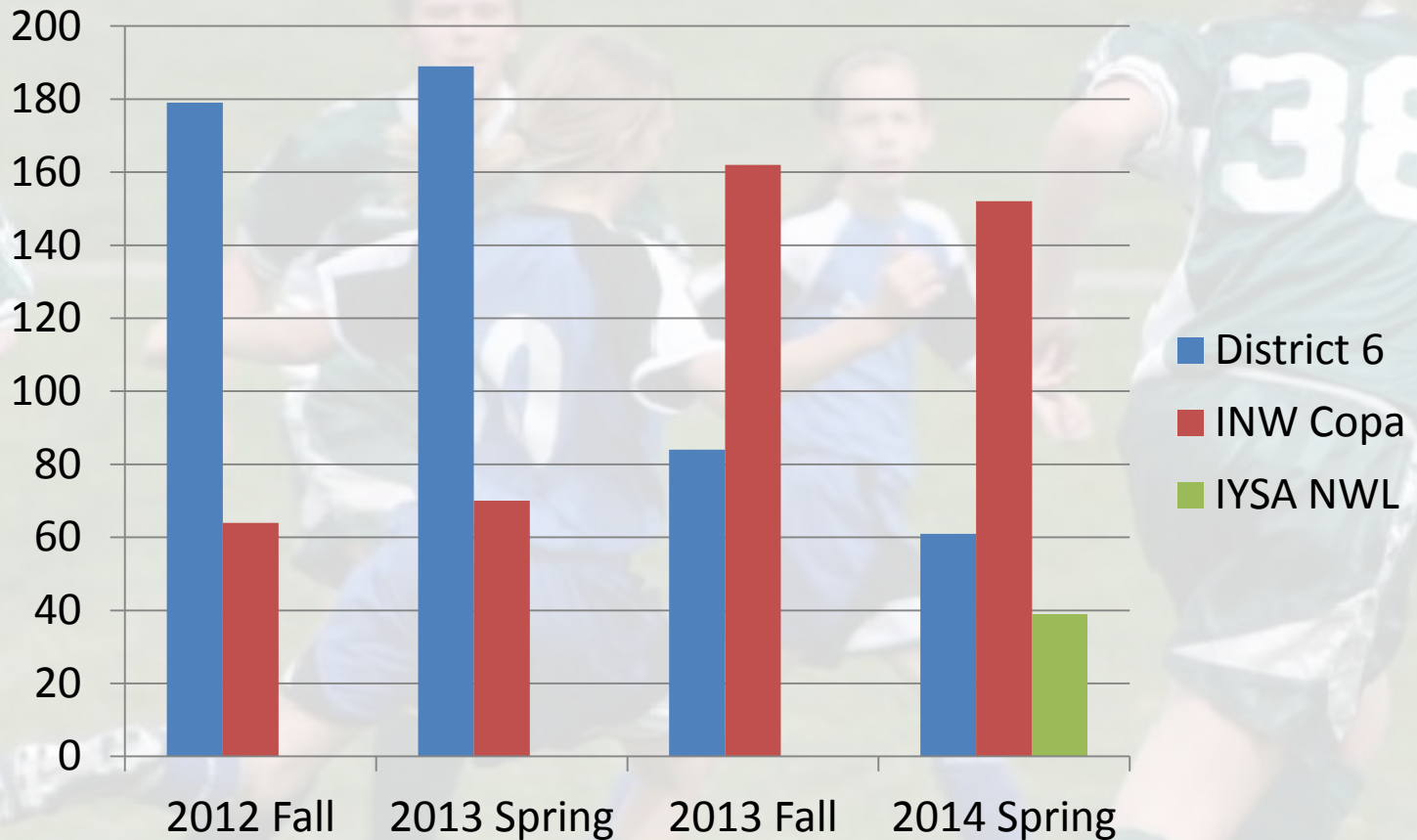
- Spring 2014 – Idaho Youth Soccer will reestablish the Northwest League for their teams splitting the soccer community into three separate leagues.

When asked what they would do to improve District 6 the consensus was that there would have to be a way to entice the rest of Spokane back to the District 6 league and then localize play more.





Player Distribution



2014 Spring Estimate –
U11-U14 ages only
WYS/OYSA/MYSA teams register with District 6 League
IYSA numbers include 19 teams from District 6 and 20 teams from FWRL, PSPL and INW Copa





Why do multiple league exist?

- Associations/Clubs/Teams belong to various US Soccer affiliates (US Youth, US Club and AYSO) not wanting to switch affiliations or dual register
- Entities wanting to protect their premium programs – State Cup, Regional Club League, US Club NPL, PSPL Academy
- Different National/State Governing Bodies
- Local turf wars
- Loss of teams from clubs in the Spokane area





Effects on Competition

Dividing the player base in eastern Washington between multiple league has the following effects on our leagues and families.

- Fewer teams in local areas resulting in more travel
- Harder to create multiple divisions in each age groups makes it difficult or impossible to create like verses like competition
- North Idaho forming their own league due to “limited participation from Spokane area clubs” who left Washington Youth Soccer *
- Tournament attendance decreases due to a small pool of teams to market to

* Summit-D6-Summary & Statement from your meetings in North Idaho email





What is the solution?

Over the past couple of months the District 6 board has been presented solutions by Washington Youth Soccer and Idaho Youth Soccer.

Each of these solutions revolve around changes in the structure of the league and did not address the primary concern of the District 6 board ... that of a continued fragmented soccer community.

The District 6 board feels strongly that an effort must be made to unite the multiple leagues in our area into a single unrestricted league open to all US Soccer affiliated participants.





Unrestricted League Concept

District 6 would like to operate an Unrestricted League sanctioned by Washington Youth Soccer.

Like an unrestricted tournament, an Unrestricted League is one that would be open to all US Soccer affiliated participants.

In our geography this could include US Youth affiliates from Washington, Idaho, Montana and Oregon along with US Club, AYSO and USSSA.





Unrestricted League Benefits

- **Depth of League** - All US Soccer affiliated teams in a common league would increase the number of teams participating passing along the following benefits
 - Multiple divisions at nearly every age group
 - Easier to form like verses like divisions
 - Possibility for geographical conferences at younger ages or lower divisions reducing travel. Possible North Central, South Central, Eastern and Idaho conferences
 - Promotion of local rivalries





District 6 League – Fall 2013

West - 24		Central - 8		East - 29		ID / MT - 23	
3RSC	12	CBYSA	7	SSC Shadow	22	CdA Sting	5
BMSC	1	CB United	1	Pullman	7	Idaho Thunder	1
Hermiston	3					Lakeland SC	2
Pendleton	4					Moscow SC	8
La Grande	4					VYSA	3
						Missoula SC	4

Slide lists Boys U11-U18 and Girls U11-14. Girls HS teams would increase these figures



Unrestricted League Potential

West - 35		Central - 25		East - 124		ID / MT - 40	
3RSC	12	CBYSA	7	SSC Shadow	23	CdA Sting	10
BMSC	1	CB United	4	Pullman	7	Idaho Thunder	4
Hermiston	3	Cobras	11	FC Spokane	19	Lakeland SC	3
Pendleton	4	CWSA	1	Breakers SC	21	Moscow SC	8
La Grande	4	KYJSA	2	Sabers FC	14	VYSA	3
ASE	11	WVUSC	6	Storm FC	6	Missoula SC	4
				Xifa	2	V Thunder	3
				WE Soccer	5	The Academy	5
				Scotties	9	Sandpoint	8
				SYSA	1		
				SEAFC	3		
				Foxes/Pumas	14		

Slide lists Boys U11-U18 and Girls U11-14. Girls HS Divisions and possibly pull through of PSPL Classic teams would increase numbers





League by Age Group

Fall 2013	District 6 League	Inland NW Copa	Unrestricted
Boys U11	13	22	35
Boys U12	11	18	29
Boys U13	8	16	24
Boys U14	8	16	24
Boys HS	5	11	16
Girls U11	16	13	29
Girls U12	10	14	24
Girls U13	7	22	29
Girls U14	6	22	28
Total	84	154	238

Slide lists Boys U11-U18 and Girls U11-14. Girls HS Divisions and possibly pull through of PSPL Classic teams would increase numbers





Unrestricted League Benefits

- **Premium Program Exposure** – The Unrestricted League would give additional exposure for Premium Programs.
- Teams/Players wishing to participate in Premium Programs must follow any eligibility or registration requirements of the sponsoring US Soccer affiliate. Example: Although US Club Soccer registered teams may participate in the Unrestricted League, they would not qualify to play in Washington Youth Soccer State Cup since one of the requirements by US Youth Soccer is that the players be registered with a US Youth Soccer State Association.





Unrestricted League Structure

- Washington Youth Soccer Sanctioned
- Governance - District 6 Board
 - Current Board Structure with possible additional representation for non Washington Youth Soccer Entities
 - Approval of Operating Documents
 - Budget & Finances
 - Logistical Support including League Scheduling
 - Tournament Approval & Coordination





Unrestricted League Structure

Operations – Competitive Committee

- Jointly Chaired by District 6 Board Representative and Elected Club Chair
- Voting strength tied to club's teams in the league
- Assists in Drafting Operating Document –
 - League standings structure
 - Conduct/Responsibilities of coaches/sidelines/players
 - Officiating
 - Bracketing of teams (Promotion/Relegation)
 - Scheduling Structure
 - Ethics





Unrestricted League Structure

- Discipline – Disciplinary Committee
 - Joint Committee populated with people from the Governance and Operational side of the league
 - Washington Youth Soccer Disciplinary Rules will apply.
 - Clubs/Teams must agree to all league rules and policy upon application to the league.





Unrestricted League Other Issues

• **Tryouts** – Historically District 6 teams have come from four different US Youth State Associations and one US Soccer Affiliate (AYSO). Although tryouts have occurred at different times (March – August), these teams still played within the league.

Currently there are Washington Youth Soccer teams playing in US Club Soccer leagues despite having later tryouts.

IYSA will allow Washington teams into their league even though Washington teams have their tryouts well before the time allowed by IYSA.

Tryout rules should not be a part of league eligibility but instead as part of player affiliation policy.





Unrestricted League Other Issues

• **Insurance** – Currently the facilities and players in the District 6 league are covered by their own US Youth State Association. The expansion of the league to allow other US Soccer Federation affiliates will work similarly. If we are playing on a field of a team with AYSO affiliation, AYSO will cover the facility liability and each organization will cover their own participants.

For ease of administration, teams may only use cards from one US Soccer affiliate and must declare which affiliate upon application to the league. Dual registered teams may not mix cards or rosters between two different US Soccer affiliates.





Washington Youth Soccer Premium Programs

Premium Programs such as Regional Club League, Washington Youth Soccer State Cups, Select Regional Club Alignment Program and Farwest Regional League will be open only to teams/players that are affiliated with Washington Youth Soccer.

Access to programs beyond Unrestricted League play will depend on the rules and policies of the US Soccer Affiliate for those programs.





Pathway

Programs only available to Washington Youth Soccer Registered teams
Washington Youth Soccer State Cups
Regional Club League
Select Regional Club Alignment Program
FWRL



Eastern Washington Unrestricted League
US Youth / US Club / AYSO / USSSA



US Youth Rec.

US Club Rec.

AYSO





What needs to Happen

- Approval by Washington Youth Soccer Board of Directors for sanctioning of Unrestricted League
- Discussion between District 6 and US Club Soccer regarding US Club Soccer teams participating in unrestricted league
- Discussions with AYSO regarding their teams participating in unrestricted league
- Seek agreement between District 6 and PSPL
- Discussion with various clubs in our area
- Taking care of Legal and Business Issues



League Steering Committee

Steering Committee established in order to ensure that rules and fair play are followed, and potentially be responsible for discipline and initial team placement as well as scheduling. The Committee makeup should consist of a representative from each Club and from Associations. Steering committee forms the league with expertise provided by Clubs and Associations. The District executes the league structure under those guidelines for improved player and parent experience.

Steering Committee will provide feedback and input:

- Voting strength tied to percentage of a Club's teams in the League
- Operating Document – drafted and approved by the Steering Committee (use existing examples NPSL, RCL, etc. – adapt through agreement of Steering Committee) addressing:
 - Administration
 - Eligibility
 - Entry fees and process
 - League standing structure
 - Conduct/Responsibilities of coaches/sidelines/players
 - Officiating
 - Scheduling of games
 - Misconduct
 - Ethics
- Voting strength is based on number of teams in the league (ex: 5 teams = 1 vote), every Club has at least 1 vote.
- Steering Committee has clubs and Associations presiding over team evaluation and placement, prior to scheduling.

Administration

It was recommended by participants at the 11/10 meeting for the D6 league to change its name and market a geography-specific format. The league would be rebranded but still attached administratively to the District. The District is an administrative level organization that facilitates leagues and information, education and programming throughout Association members. Where the items of administrative staff support cannot be formed in areas of D6, the District is necessary to assist in the growth and development of youth soccer. The Steering Committee can recommend a person/paid staff.

Application Process

- Steering Committee provides input and feedback for fees – measures market price and value proposition for the parents and players
- Bank accounts for league and D6
- Any US Club wanting to play in the league would register with WA Youth Soccer's local Associations to be eligible

Placement Meeting

- Placement meeting has been an important key to other league success in ensuring Like-v-Like competition (placement call happened this season)

- Steering committee polls Clubs/Coaches for information about strength of team, summer tourney experience
- Past season data and Club/Coach request used to form first pass at divisions, preliminary divisions posted and communicated to Clubs/Associations
- Design point is division in which each team will play home/away but larger divisions with Like-v-Like teams more important
- In person (phone?) placement meeting – Club is expected to attend and advocate for proper final placement of their teams

League Scheduling

- Based on travel and number of teams
- Local games with less than XX miles distance can be one game per day (may need a metric of populations)
- Travel over a distance of xx miles could be two games per day to add value
- For very excessive travel – have a “play day” in a central location
- District publishes the schedule
- Steering committees forms crossover dates with ID Steering Committee

Rules of Competition

Start with WA Youth Rules, adapt through agreement of steering committee

The District monitors the report, applies jurisdiction where needed in league rules.

Structure

Chair and Vice Chair of Steering Committee must come from District 6 Clubs and rotate each term (these are elected positions and do not have votes). Each Club establishes a commission to represent the interests of that Club.

Clubs/Associations would have weighted votes based on a team/count metric decided by the District.

State-wide Select Sub Committee, Soccer Operations Committee, and WA Youth Soccer office staff will provide support for District and league structure.

US Youth ID & WA

Northern Idaho teams that have traditionally been in the D6 league have committed to a Northern Idaho US Youth specific league that the clubs organize and populate with their teams. They have expressed that they will not be participating in a D6 managed league this year, but will work with a D6 league that has a similar (to them) club based format.

Those Northern Idaho teams in the US Youth league are open to scheduling across open dates, ala the Far West Regional League format, between US Youth leagues to maximize the US Youth format. While it does not recapture all possible teams in Washington’s geographic boundary, it does supplement the past league roster with over 18 more teams and provides access to a state-wide select league (see Select Regional Club Alignment Document) and/or a FWRL preliminaries in August.

By linking a smaller, US Youth specific league in Washington to a smaller, US Youth specific league in Idaho with crossover match dates, both leagues will see a greater variety of teams and a greater depth in crossover league play. However, this depth will not show up as it would in our current format as a larger single league with more matches. D6 leagues will be smaller, shorter and more adapted to level of play, with crossover dates for group matches between league structures in Idaho and Washington venues. Total number of matches with a more accurate gage on level of play will increase as a result.

The District Steering Committee may decide along with Northern Idaho to host a placement tournament for teams to kick off either the fall or spring seasons.

The Steering Committees for the WA Youth Soccer league and the Northern Idaho League will meet jointly to schedule open dates for crossover play, and potential locations. Currently the D6 league format being suggested would include Northern Idaho travel to Tri Cities for a weekend of crossover play.

Per the Idaho Executive Director, Craig Warner, the following Clubs have committed as of 11/15/13:

- Lakeland
- Sting
- Moscow
- Lewiston

Unrestricted League

The idea of an unrestricted league was raised at the 9/29 meeting. It was requested by WA Youth for an actual proposal articulating ideas. There has not been a written proposal to date.

Endorsing an open league with US Club teams participating raises 2 questions

1. The economic value of US Youth registration (\$14 v \$8) that has the potential to fuel more player and team migration instead of stem it
2. Governance since US Youth may not govern or restrict non-members (even those agreeing to league rules would not be help to them in a dispute by the US Club or USSF charter)

Neither one of those risks are evident in the joint league structure being proposed. Teams are currently still free to schedule matches against US Club opponents at their own liability. Dual registration can also be explored. WA Youth Soccer has taken initiative to explore US Youth Soccer unrestricted leagues across the United States and has discovered that aside from extremely small population based areas, it has failed.

U10 Formation

District 6 will petition for the Soccer Operations Committee for JR Academy formats and U10 team formation to be available to unrepresented Associations for the purpose of development and league population at U9, U10 and U11 this coming spring season

Select Sub Committee

At the September Soccer Operations Committee (SOC) meeting, the SOC requested immediate joint action from the Regional and Select Subcommittees to address the growing concern of the Select level of play within Washington Youth Soccer. As a result, the Select Subcommittee and Regional Subcommittee

held multiple separate meetings and discussions which ultimately lead to a joint meeting where forthcoming design and initiatives were established and agreed upon.

The SOC hosted a special meeting to specifically listen to the proposed joint initiatives from the Regional and Select Subcommittees. Following review and discussion, the SOC approved moving forward with the proposed five initiatives. The Chairs from both committees are actively interested in meeting at upcoming Association, District, and League meetings to:

- a) Provide an overview and update
- b) Answer questions
- c) Solicit individuals with the experience and leadership interested in participating on one or more of the five project teams.

Please review the attached deck for the five initiatives and action items of the committee.



Staff Recommendation for District 6 Unrestricted League Proposal

After considering the proposal from District 6 for an Unrestricted League, it is the WA Youth Soccer staff recommendation to “Strongly Disapprove” for the following reasons:

1. Diminished value proposition for membership in Washington Youth Soccer – our responsibility as a State Association in US Soccer and US Youth Soccer is to register members to our parent organizations. We exist to serve members as a membership association nonprofit corporation. To create avenues to access our member benefits without membership violates our structure and reduces our ability to achieve economies of scale, consistency in policy statewide, and jeopardizes compliance with parent organization policies.
2. Teams outside of Washington Youth Soccer under current USSF policies can dual register and have access to the current or proposed District 6 league without amendment. The proposed league could be formed with a league team fee structure to cover player registrations to US Youth Soccer. US Club teams interested in the league would register through their local US Youth Association as an independent team.
3. The potential legal and insurance liability for insuring competitions that have inconsistent application of policies and procedures based on parent organization could create a major liability for WA Youth Soccer. As WA Youth Soccer would be sanctioning this league, any future litigation would tie directly to our organization; should a catastrophic loss occur, this could endanger our ability to provide low-cost insurance coverage to our members statewide. Additionally, WA Youth Soccer provides Directors & Officers (D&O) coverage for our volunteers while serving WA Youth Soccer; the organization would have a difficult time determining which activities are under WA Youth Soccer/US Youth Soccer. NOTE: any examples/ evidence, either from other states or from our experiences with WYS teams playing in US Club sanctioned competitions and not being covered (and not realizing it)?
4. Risk management would still be required to run through WA Youth Soccer and with the current fee structure tied to player registrations, anyone acting in an official capacity on behalf of the league or its activities would be required to conform to our risk management policies, regardless of entity, and pay for the application. The question is whether WA Youth Soccer would be able to enforce this with non-members over the course of a multi-month league season, as opposed to a weekend-long local tournament conducted in a centralized location. WA Youth Soccer could be liable for any risk management-related issues for non-WA Youth Soccer members participating in an unrestricted league.
4. Sanctioning an unrestricted league will have potentially destabilizing consequences for neighboring states like Idaho and Oregon, as well as for other regions within WA Youth Soccer. Oregon has worked to bring back most of the US Club Soccer-sanctioned Oregon Premier League clubs over the past year and we should be wary of impacting that progress.
5. District 6 has an inherent conflict of interest that should prevent them from running an unrestricted league: their purpose as established by WA Youth Soccer bylaws and District 6 bylaws is to administer soccer in a geographic territory for the benefit of WA Youth Soccer/US Youth Soccer. Running a league that provides member benefits to non-members of WA Youth Soccer could be considered a violation of their mission and responsibilities to WA Youth Soccer and its Member Associations.
6. This type of unrestricted league could position WA Youth Soccer to be in violation of US Youth Soccer bylaws. Specifically at issue are the responsibilities of a State Association to register players to US Youth Soccer; risk management; and disciplinary and grievance procedures. Because these policy areas are designed as a system that is built into membership, could WA Youth Soccer truly discipline non-



Staff Recommendation for District 6 Unrestricted League Proposal

members? Even in leagues that have issued a league rule to circumvent organizational policy, where it has been contested with USSF it has NOT been supported.

7. There are significant risks and complexities to the idea of an unrestricted league. These are not worth taking or addressing without a high probability of success and a specific plan on how to convert participants back to full membership, ensure none of our remaining members decide to change affiliation to keep the benefit of a now open league while paying less money per player, and make sure that this doesn't create barriers to rebuilding the WA Youth Soccer presence in Spokane through the new Member Association. None of these issues are addressed in the proposal.

In summary, given the risks involved, the lack of specifics to address those risks or explain why US Club and its members would cooperate or be interested, and the already existing ability for teams to register with WA Youth Soccer to gain access to the league, WA Youth Soccer should not support this idea and should not sanction any attempt to operate a league in this fashion.

Kevin Martin

- Experience** 2001 – 2013 Fusion Consulting Kirkland, WA
- President, Chief Software Architect**
- Lead developer on Windows Phone 8 BI Application for Microsoft Retail
 - Windows Phone Group at Microsoft. Created stored procedures and SSIS packages to create hourly updated data feeds. Created new and maintained existing SharePoint web parts using Silverlight for internal dashboard.
 - Evaluated InfoPath 15 and SharePoint 2013 from a development perspective.
 - Architect, Lead developer on SharePoint solutions for WWIC and Ops360 groups at Microsoft.
 - Architect, Lead developer, developer on various projects for Cisco, Group Health Research, Expeditors International, Seattle Federal Home Loan Bank, and the University of Washington. Technologies include SharePoint, Silverlight, ASP.Net MVC, InfoPath, WCF, Windows Forms and SQL Server.
 - Co-authored "Building Content Type Solutions in SharePoint 2007" (Published January, 2009, ISBN: 1-58450-669-5).
 - Development manager for software consulting firm, 3Sharp. Managed full-time employees as well as vendors.
 - Lead developer for PKS (Podcasting Kit for SharePoint, download is on CodePlex)
 - Architect, product planner, and sole developer for Bardom, a social networking site due to be active in early 2010. Developed feature set, product offerings, and in development of launch marketing campaign
 - Architect and lead developer for Microsoft Academy system. Designed Service Oriented Architecture (SOA) to allow flexibility and future growth of the Academy training system based upon program marketing plans. Components included SharePoint, web services, services, web parts, web forms, Windows form applications, and a Microsoft Outlook add-in.
 - Lead Developer for Fabrikam. Fabrikam is a development teaching tool that involves shipping a completely functioning system with interacting components that include BizTalk, SharePoint, web services and various Microsoft Office applications.
 - Various demos involving a wide-range of technologies including SharePoint, InfoPath, Virtual PC. . Each demo taking from product marketing value proposition, to feature set delivery, to complete end to end demo environment.
- 1999 - 2003 TKO Software Redmond, WA
- Owner, Chief Software Architect**
- Designed and implemented SourceResource, a market for software vendors to buy and sell source code components and technical articles. Included product planning, and marketing plan of online services to key audiences.
 - Consulted on web site creation
- 1988 – 1999 Microsoft Corporation Redmond, WA
- Windows Media Services**
- Designed, spec'd, and wrote API's for the Windows Media Services Toolkit.

- Designed, spec'd and implemented objects and tools for Windows Media Services and the Windows Media Services Toolkit.
- Led redesign of monolithic tools to a series of COM objects and tools utilizing the objects.
- Lead developer for the Netshow program manager along with other tools.

Internet Services Business Unit

- Lead developer and designer of version 1 of the Microsoft NetMeeting Server (Internet Locator Service).
- Directed testing of NetMeeting Server version 1.
- Designed version 2 of the server which cut memory use in half and improved response times by 30%

Microsoft Network

- Optimized the Microsoft MediaViewer server service by re-architecting the memory management and the connection management.
- Lead developer on Configuration and Deployment for Microsoft Network Datacenter.

Windows NT Development

- Wrote NDIS device drivers for Windows NT, specializing in the NDIS architecture along with individual drivers for multiple platforms supported by Windows NT.
- Designed and wrote device driver for NT and Windows for Network Monitor (a.k.a. Bloodhound).
- Designed and implemented real-time analysis filter specification for Network Monitor.

OS/2 LAN Manager Quick Fix Engineering

- Solved mission critical problems both on site and in house for Microsoft's most important clients.
- Wrote major parts of the OS/2/LanMan to Windows NT migration toolkit.
- Led IDE portion of Layered Device Driver Architecture support for retail MS OS/2.
- Developed extensions to the OS/2 debugging kernel to aid kernel and device driver development.

Developer Product Support Services

- Answered requests from OEM's and ISP's regarding development issues ranging from simple TSR's to applications to device drivers for MS-DOS and MS OS/2.
- Responsible for supporting OEM's building custom versions of MS-DOS and MS OS/2

1984 – 1988

Washington State Attorney General Olympia, WA

Programmer

Skills

25+ years of C, C++, and C# experience, with the last 10+ years concentrating on C# and the .Net framework. Other skills include WCF, Silverlight, Microsoft Office, SharePoint, Sql Server, Windows Phone, and web site and web service design and development.

Education

1988 The Evergreen State College Olympia, WA

- B.S., Computer Science.