



Come Play on Our Team!

www.WashingtonYouthSoccer.org
PHONE (253) 4-SOCCER · FAX (253) 925-1830 · TOLL FREE 1-877-424-4318

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

Board of Directors

Doug Andreassen
President

Steve Scranton
Vice President

Mark Schuur
Treasurer

Tom Ament
Secretary

Paula Griffin

Bill Hurme

Patrick Madden

James Maiocco

William Nuttall

Jan Phillips

Chuck Porter

Exequiel Soltero

Dan Vaughn

Sylvia Young

District Commissioners

Mike Todd
District 1
Commissioner

Brad Masters
District 2
Commissioner

Perry Woodford
District 3
Commissioner

Kasey O' Leary
District 4
Commissioner

Mike Terris
District 6
Commissioner

Brian Cregg
District 7
Commissioner

Washington Youth Soccer Office

Terry Fisher
CEO

Washington Youth Soccer
Board of Directors Meeting
February 25, 2012 @ 12:00 PM

Meeting Call to Order at 12:15PM – by Vice President Steve Scranton

Roll Call

Terry Fisher (attached) Quorum

Approval of Minutes

January 27, 2012 approved with amendments (attached)

Reports

Nomination Committee – presented by Doug Andreassen
Candidates are being sought and nomination process remains open as posted

Old Business

New Business

Ethics Document – presented by Yolanka Wulff
Approved as presented (attached)

Report on Bylaws/Governance Status/Member Advisory Committee (MAC) –
presented by Yolanka Wulff (attached)
MAC approved as presented and MAC will be posted on Monday February 27,
2012 for 30 day Member review. The Board of Directors will vote on the entire
Bylaws proposed at a Board of Directors meeting on April 4, 2012 via conference
call.

Good of the Game

Enjoy the State Cup games at Starfire today and the opening of Seattle Sounders
FC season in early March.

Adjournment at 12:55PM

Next meetings

April 4, 2012 – Conference Call at 6:00 PM
May 18, 2012 - Holiday Inn Renton at 6:00 PM
May 19, 2012 – Annual General Meeting at Holiday Inn Renton at 9:00 AM
May 19, 2012 - Awards Luncheon at Holiday Inn Renton at 1:00 PM
September 22, 2012 – Federal Way at 9:00 AM
November 10, 2012 – Federal Way at 9:00 AM





2012 Board of Directors



Date: February 25, 2012

Executive Board	Representative	By Phone	Attended	Not Attended
President	Doug Andreassen		X	
Vice President	Steve Scranton		X	
Treasurer	Mark Schuur			X
Secretary	Tom Ament			X
Board Member	Bill Hurme		X	
Board Member	William Nuttall	X		
Board Member	Jan Phillips		X	
Board Member	Chuck Porter	X		
Board Member	Exequiel Soltero			X
Board Member	Sylvia Young			X
Board Member	Daniel Vaughn			X
Board Member	James Maiocco		X	
Board Member	Paula Griffith			X
Board Member	Patrick Madden			X
Guest	Yolanka Wulff		X	
Guest	Judy Andrews		X	
Guest	Terry Fisher		X	



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Terry Fisher
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Washington Youth Soccer
Board of Directors Meeting
January 27, 2011 @ 6:00 AM

Meeting called to order by President Doug Andreassen at 6:00 PM

Roll Call

Terry Fisher (attached) Quorum

Approval of Minutes

November 12, 2012 approved as presented (attached)

Reports

Financials - presented by Terry Fisher (attached)

Budget - presented by Chuck Porter (attached)

Audit - presented by Chuck Porter (attached)

Nomination Committee - presented by Doug Andreassen

Verbal Report: The number of BOD members has been set by BOD resolution at 15 persons. President Doug Andreassen will announce at the Annual Player Fee Meeting that nominations are open for five positions on the Board of Directors for the May 2012 Annual General Meeting. Wade Foley has resigned from the BOD for personal reasons and the current terms of Bill Nuttall, Bill Hurme, Tom Ament and Steve Scranton will be completed at the May 2012 meeting.

Elite Player Development - presented by Gary White

Verbal Report: BOD attended a celebration of the Region 4 ODP Championship in which Washington Youth Soccer's Girls 98, Boys 98 & Boys 97 were crowned champions and Girls 96 crowned finalists. The competition was held in Phoenix, Arizona.

Washington Youth Soccer White Paper - presented by Hillary Beehler (attached)

Verbal Report: Hillary Beehler gave an overview of the white paper on US Club Soccer. A discussion followed on how best to address communication with members about WA Youth Soccer core values and programs. James Maiocco requested a Word version of the paper be emailed to the board members to provide review and edits.

Old Business

Alford Group - presented by Bill Hurme

Verbal Report: Fundraising retreat set for the Board of Directors on February 25, 2012

Bylaws - presented by Yolanka Wulff (attached)

Verbal Report: Yolanka reviewed status of bylaws amendments process to date, and discussed outstanding issues. There was discussion on the role of the Membership Advisory Committee. Jan Phillips and Patrick Madden will serve on the





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ad hoc committee developing this concept. The board agreed to postpone the vote on the bylaws amendments until the Feb. 25th board meeting, with the following schedule leading up to the vote:

- 2/12 - MAC ad hoc committee completes work
2/14 - draft of MAC charter provided to BOD
2/16 - BOD conference call to discuss MAC and any other changes to bylaws
2/20 - final version of bylaws amendments posted to website
2/25 - BOD vote on bylaws amendments

New Business

IEYSA- presented by Chuck Porter
Verbal Report: Special circumstances were discussed regarding lingering startup expenses. A loan solution was recommended and approved for execution.

Good of the Game

Gary White: Gary White has accepted position with Guam as National Team Head Coach. Washington Youth Soccer thanks him for his contributions to our program and wishes him well.

Adjournment

Meeting was adjourned at 10:15 PM by President Doug Andreassen

Next meetings

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May 18, 2012 - Holiday Inn Renton at 6:00 PM
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“CAMPAIGNING 101”



A “campaign” is a carefully organized, intensive fundraising effort designed to secure extraordinary gifts and pledges for specific, visionary purposes within a limited timeframe.

Conducting a major fundraising campaign is a significant event in the life of any not-for-profit organization. Campaigns require not only careful planning and diligent execution of the plan but also a considerable commitment of time, talent, energy, and resources by staff and volunteers alike. They are not “business as usual” fundraising, but are generally layered on top of the “usual” fundraising for regular operations that organizations engage in every year. While campaigns are a tremendous amount of work, they can propel an organization to a whole new level of fundraising success, educate and engage hundreds of new constituents in the mission and work of the organization, and – most importantly – allow the organization to turn its vision into a reality for the people and the community it serves.

The Alford Group approaches campaigns with the understanding that each organization is unique and special, and will require a carefully-tailored plan. However, extensive campaign experience and national best practices also show that certain strategies and approaches are common to all successful campaigns. Some of these basic strategies and approaches are listed below:

Personalized and Targeted Approach

Campaigns are based on personal relationships with highly-tailored strategies for education, cultivation and solicitation of potential donors. Campaigns succeed based on *quality* rather than *quantity* of these relationships. Campaigns are not about seeking gifts from thousands of donors, but rather about seeking significant gifts from a relatively small number of donors.

Strategic and Sequential: Top Down

Campaigns start with those who have the capacity to give the largest gifts. These donors set the bar and inspire others to make personally significant gifts as well. It is important to remember that approximately 50% of the goal will likely come from approximately 10-12 donors, and 95% will likely come from fewer than 150 donors.

Strategic and Sequential: Inside Out

Campaigns also start with those who are closest to the organization. Once Board members, executive/management staff, campaign leadership volunteers, and other “insiders” have made their commitments, then others with relationships to the organization can be invited to give. Donors

generally give major gifts to organizations because someone they know invited them to join them. Looking at the universe of donors (those who give to other organizations, for example) and then trying to find connections is far less effective than starting with those who know you and discovering their connections.

Volunteer-Driven

Volunteers provide not only the heart and soul for the campaign, but also critical manpower for all aspects of the effort, including asking others to give. Volunteer leadership is often the most critical indicator of eventual campaign success. Early campaign planning should take place with a small, strategically-selected leadership group, typically called the Campaign Cabinet. This group provides general oversight for the entire campaign and focuses its solicitation efforts on the “top tier” gifts in the campaign. The organization’s Board members should be recruited to participate on this Campaign Cabinet, along with individuals who are well respected and visible in the community; who have access to and influence with people, businesses, and foundations that have the capacity to make major gifts; and who have the capacity and willingness to make major gifts themselves.

Staff-Supported

Campaigns are a huge effort, layered on top of all the “business as usual” work of the organization. Staff members keep campaigns organized and provide the information, training and materials that volunteers need to be successful. Nearly all organizations find it necessary to add fundraising staff, either in leadership or support roles (or both), to assure that the campaign effort is planned and managed effectively and successfully.

Focus on Individual Giving

Approximately 75% of all gifts given in the United States come from living individuals, not from corporations or foundations. Successful campaigns focus on people asking other people to make significant personal gifts.

Donor-Centered

The campaign should allow enough cultivation, relationship-building, and engagement to occur prior to the solicitation so that prospective donors are asked to make a gift that fits not only their financial circumstances but also their passions.

Marathon, not a Sprint

Nearly all campaigns last at least two years and most last three years or more. Taking the time to prepare and begin the campaign correctly makes a huge difference. A deliberate, steady approach – like the tortoise – works better than racing ahead – like the hare!

Building Capacity for the Future

Truly successful campaigns not only reach or exceed their financial goals, but also propel the organization to even greater success in the future. Organized and conducted correctly, campaigns can make organizations stronger and more financially sound.

Campaign Expenses

Campaigns are one of the most cost-effective fundraising methods. Depending upon the goal of the campaign, organizations should expect to budget between 5% and 15% of the campaign goal to cover staffing, collateral materials, cultivation, professional services, and other campaign-related expenses. The campaign’s expenses are generally included in the overall goal for the campaign.

Annual Activities

Annual fundraising efforts should continue throughout the duration of the campaign, with careful coordination between the two. Campaigns can help educate donors about the need for regular, ongoing gifts to support annual operations at the same time that extraordinary gifts are being sought for the campaign effort.

Professional Guidance

Engaging a professional consulting firm that specializes in campaign design and counsel to guide the effort is also an important element in campaign success. Professional counsel will provide the organization a depth and breadth of expertise, experience, perspective and creativity in campaign management far beyond that which is available within the organization. They will also provide the strategies, work plans, tools, structure and discipline needed to the organization energized, focused and moving forward through the inevitable ups, downs, and plateaus of the campaign. Professional counsel helps an organization move through the phases of a campaign faster than it is able on its own and helps to avoid strategic errors in planning and implementation.

KEY ELEMENTS for CAMPAIGN SUCCESS

A feasibility study can help determine if your organization is ready to conduct a successful campaign by exploring six key elements for success, including:

Organizational Image

Potential campaign donors must view the organization positively and perceive that it is operated and managed well. They must also believe that the organization is needed and provides value to the community it serves.

Appeal of the Project(s)

Prospective donors must believe that the campaign will further the organization's mission and help it accomplish something significant for the benefit of the community. Donors will give to help achieve a vision for the future.

Financial Support

The organization must be able to identify and secure commitments from logical constituencies as well as from those who have the capacity to make leadership gifts.

Volunteer Leadership

This is often the most important determinant of campaign success. Are staff and volunteer leaders willing to invest their time and resources? Can they inspire others to join them in the effort?

Internal Readiness

The organization must have adequate financial, staff and administrative systems in place to manage the workload of the campaign and track all campaign-related information appropriately.

Climate and Timing

As much as possible, the campaign should be timed not to conflict with other efforts involving the same donors and/or volunteers. Environmental and economic conditions should also be considered before launching a campaign.



CAPITAL CAMPAIGN PHASING



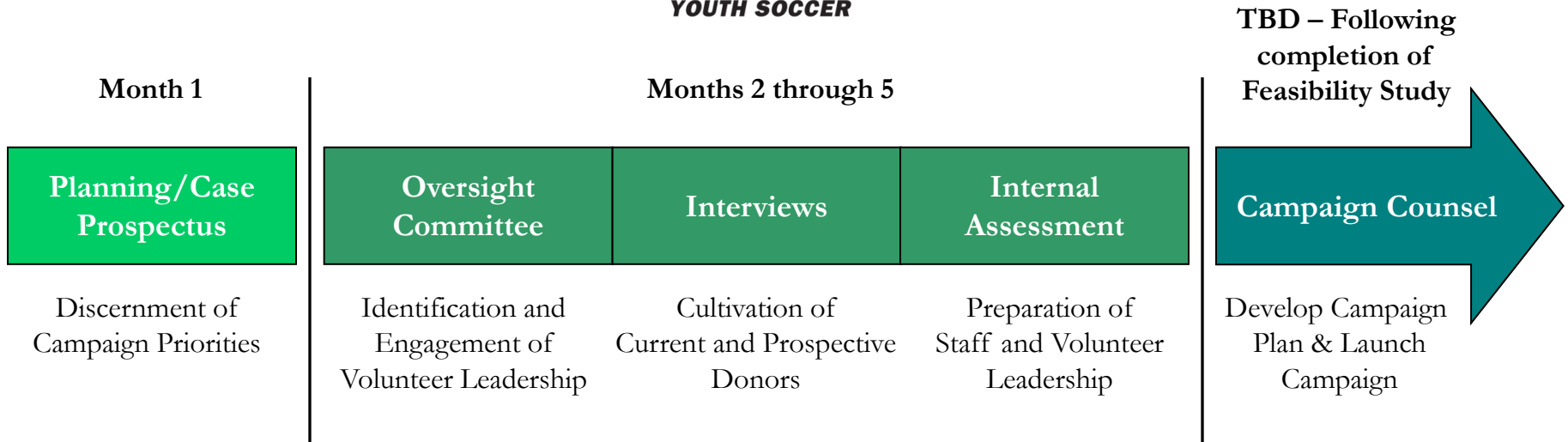
NOTE: While every campaign is different, and all campaign plans should be developed from the findings and recommendations of a thorough pre-campaign feasibility study, the following table provides a basic outline of the major phases, activities and timeframes generally associated with a capital campaign and the corresponding construction benchmarks.

Feasibility Study	
Typical Timeframe:	4 to 6 months
Major Activities:	<ul style="list-style-type: none"> • Determine \$ goal for testing • Develop case prospectus • Develop interview questionnaire (areas: image; project appeal; financial support; leadership; internal readiness; climate & timing) • Establish Study Oversight Committee & hold 3 meetings • Schedule & conduct interviews • Prepare & present Study report
Corresponding Construction Benchmarks:	<ul style="list-style-type: none"> • Facility planning underway • Hire architect & contractor • Basic facility parameters finalized (location, size, function, budget, etc) • Financing plan determined
Planning/Lead Gifts Phase	
Typical Timeframe:	12 to 18 months
Major Activities:	<ul style="list-style-type: none"> • Regular meetings with Campaign Planning Team • Refine overall campaign strategies • Refine campaign timeline • Develop campaign budget & policies • Finalize case for support • Recruit, establish & train Campaign Cabinet • Develop master campaign prospect list • Identify, cultivate & solicit top 10-25 gifts • Conduct Board & Cabinet solicitations • Identify Advancement Phase prospects • Plan all printed/web-based campaign materials
Revenue Target:	40% to 50% of campaign goal pledged
Corresponding Construction Benchmarks:	<ul style="list-style-type: none"> • Finalize all construction planning (blueprints, budget, facility drawings, etc) • Finalize all donor recognition/naming opportunities

Advancement Phase	
Typical Timeframe:	12 to 18 months
Major Activities:	<ul style="list-style-type: none"> • Campaign Planning Team continues regular meetings • Complete any outstanding Lead Gift asks • Cultivate & solicit advancement phase gifts • Conduct employee campaign • Recruit additional campaign volunteers as needed • Continue staff & volunteer training • Finalize all campaign printed/web materials & documents • Plan for Public Phase activities
Revenue Target:	75% to 85% of campaign goal pledged
Corresponding Construction Benchmarks:	<ul style="list-style-type: none"> • Groundbreaking occurs • Construction begins
Public Phase	
Typical Timeframe:	6 to 12 months
Major Activities:	<ul style="list-style-type: none"> • Campaign Planning Team meets as needed • Conclude any outstanding Advancement Phase asks • Announce campaign at public event • Conduct community presentations • Conduct community-wide solicitations • Plan & hold campaign celebration event • Plan for & implement donor & volunteer recognition • Transition back to post-campaign "regular" fundraising activities
Revenue Target:	100% (or more!) of campaign goal pledged
Corresponding Construction Benchmarks:	<ul style="list-style-type: none"> • New facility opens just after campaign celebration



FEASIBILITY STUDY OVERVIEW



Milestones:

- Case Prospectus developed
- Key Messages identified

Milestones:

- Internal Review conducted
 - Interviews completed
- Final Report with findings, analysis and specific recommendations
- Fundraising goal determined
- Campaign strategy outlined



CAPITAL CAMPAIGN

Board Member Roles and Responsibilities



The Washington Youth Soccer (WTS) Board of Directors will play an integral role in the ultimate success of any capital campaign. As the governing body of the organization, the Board has ultimate oversight and fiduciary responsibility for the campaign, its activities, and its volunteers. Furthermore, as the primary link between WYS and the broader community, the Board will play an active role in carrying the campaign's case and key messages out into the community. While the campaign Cabinet will provide overall guidance and direction during the campaign, and will have primary responsibility for implementing campaign strategies and activities, it cannot act on behalf of the organization, and therefore will rely upon the Board for its official authority.

Individual Board members will be need to:

- Publicly endorse and support Washington Youth Soccer's mission and the goals, and objectives of the campaign
- Stay informed about campaign strategies and activities through reports at Board meetings and other communication methods
- Commit to the goal of having 100% of the Board members give to the campaign
- Make an early, personally significant leadership pledge to the campaign
- Participate as appropriate in selected campaign activities, including such things as serving on a campaign committee; participating in identification, cultivation, and solicitation of key campaign prospects; attending and inviting others to attend campaign functions; and serving as a spokesperson for the campaign
- Commit appropriate organizational resources for successful campaign management, implementation, and achieving the campaign's goal



CAPITAL CAMPAIGN
Sample \$10 Million Gift Table



Number of Prospects Needed	Number of Gifts Needed	Gift Level	Total
3	1	\$2,000,000	\$2,000,000
3	1	\$1,000,000	\$1,000,000
6	2	\$500,000	\$1,000,000
12	4	\$250,000	\$1,000,000
24	8	Top 8 Gifts:	\$5,000,000
Top Tier Gifts = 49% of Campaign Goal			
30	10	\$100,000	\$1,000,000
36	12	\$75,000	\$900,000
75	25	\$50,000	\$1,250,000
141	47	Next 47 Gifts:	\$3,150,000
Tier Two Gifts = 31% of Campaign Goal			
105	35	\$25,000	\$875,000
120	40	\$10,000	\$400,000
150	50	\$5,000	\$250,000
375	125	Next 125 Gifts:	\$1,525,000
Tier Three Gifts = 15% of Campaign Goal			
			Top 180 Gifts: \$9,675,000
		Many	Below \$5,000 \$325,000
GRAND TOTAL:			\$10,000,000

Washington Youth Soccer Board Retreat



February 25, 2012

8:30 a.m. to Noon

Washington Youth Soccer Office

500 S. 336th Street, Suite 100, Federal Way, WA 98003

Redline A G E N D A

(Red text = talking points for WYS presenters)

- 8:30 a.m. Continental Breakfast
- 8:45 a.m. Welcome, Introductions & Opening Comments – *Doug Andreassen, President*
- Call the meeting to order
 - Introduce yourself & ask everyone else to introduce themselves
 - During introductions, have each person say their name, their role with WYS, and *briefly* say why WYS is important to them personally
 - Thank everyone for attending and for giving up part of their weekend time to further the mission of Washington Youth Soccer
 - Introduce Terry
- 9:00 a.m. Review Retreat Goals – *Terry Fisher, CEO*
- Briefly recap the discussions and/or meetings that have taken place over the last several months that have led to today
 - Describe goals for the meeting:
 - to learn more about capital campaigns and what it takes to be successful,
 - to understand the role of the Board in successful campaigns,
 - to talk about why people would support a campaign for Washington Youth Soccer
 - to understand what projects might be included in the campaign and determine the most pressing need
 - to discuss and agree to appropriate next steps
 - Ask if anyone has any questions about the agenda or the goals for the meeting
 - Introduce David and Laura
- 9:15 a.m. Campaigning 101 – *David Siebert and Laura Edman, The Alford Group*
- What is a campaign?
 - Campaign success elements
 - Feasibility study overview
 - Board role & responsibilities
 - Importance of the case for support

- 10:00 a.m. Case Exercise – *Tafara Pulse, The Alford Group*
- Why do I support Washington Youth Soccer?
 - Why would others?
- 10:30 a.m. BREAK
- 10:45 a.m. Making the Case for Washington Youth Soccer – *Terry Fisher, CEO*
- Recap the possible elements of a major fundraising campaign to better serve the youth of Washington through soccer
 - Field development
 - Outline the critical need for new and/or improved soccer fields across the state; provide any data or statistics that support the need
 - Talk about the different types of fields that could be developed and the potential/estimated cost of each type
 - Discuss the possibilities and challenges related to land acquisition and construction
 - Serving the underserved
 - Talk about the youth in our state who want to play soccer but can't due to lack of fields, or teams, or coaches, or not being able to afford the cost of being on a team, or other barriers to participation
 - Describe the most underserved ages, areas of our state, etc.
 - Describe the costs associated with meeting the needs for underserved youth
 - Infrastructure
 - Describe what would be included in this as an element of the campaign and the costs associated with it, such as who owns the fields, who maintains and manages them, who covers those ongoing costs, etc.
 - Describe discussions that have taken place to date regarding an endowment fund
 - Vote: Our most pressing need(s)
 - With David and Laura's guidance, lead the Board through a voting process to get a "sense of the membership" for which of the three possible campaign components seems most important to each Board member.
 - Process: there will be a flip chart page for each campaign component and subheads under each component as appropriate (Counsel will manage the flip chart pages); each Board member will get 6 colored dots; they will put their dots next to the component(s) they deem most important
 - Once voting has concluded lead a brief discussion about which components received the most "votes" by counting the dots for each one

- 11:15 a.m. Wrap Up – *Dave Siebert and Laura Edman, The Alford Group*
- Other Considerations – role of the Seattle Sounders Foundation and/or Seattle Sounders FC
 - Consensus Question
 - Next Steps
- 11:45 a.m. Closing Comments – *Doug Andreassen, President*
- Recap the importance of today’s session for the future of youth soccer in our state and for furthering the mission of Washington Youth Soccer
 - Thank everyone for attending and for their active participation
- Noon Adjourn