

# Washington Youth Soccer

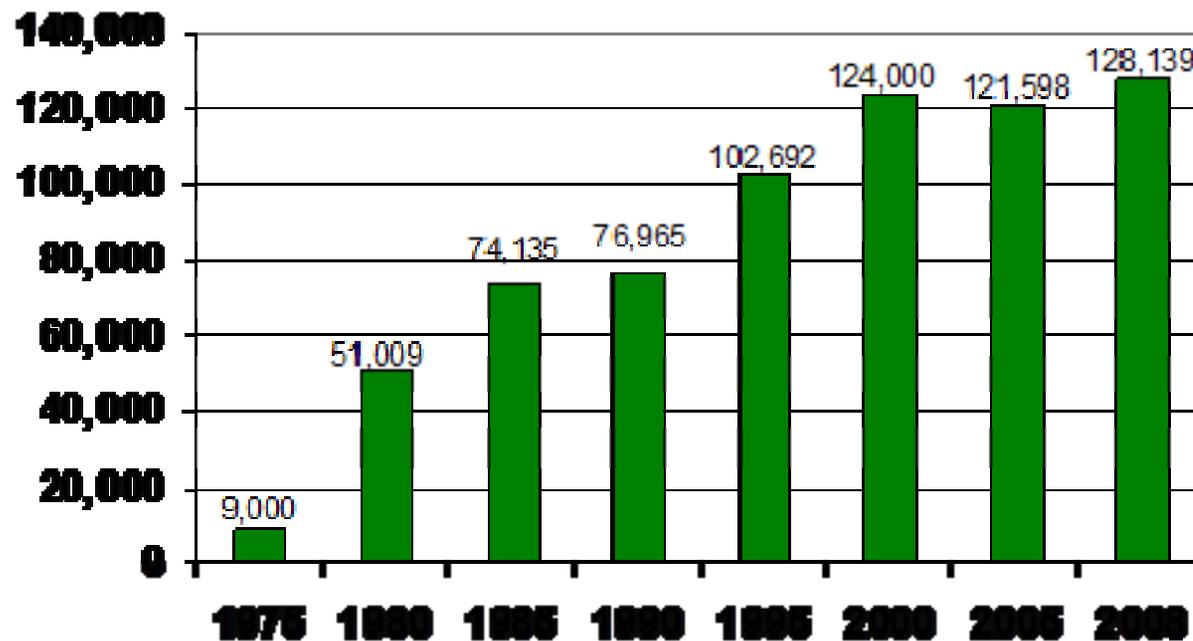
Special Council Meeting  
November 8, 2008



## Washington Youth Soccer Historical Context

- No significant changes to organizational structure or systems since the founding of the organization as an all-volunteer agency 40 years ago
- Currently, Board Members are largely performing roles that should be performed by staff members

# Membership Growth Over the Years



# **Washington Youth Soccer Vision of Success**

- **Seamless Soccer Opportunity System**
- **Increase number of players**
- **Obtain major new revenue sources**

## **Washington Youth Soccer Vision of Success Cont...**

- **Ownership of fields and facilities**
- **Partnerships for additional program development and marketing**
- **Washington Youth Soccer is extremely well positioned externally to achieve this vision.**

# Why Change Washington Youth Soccer Systems & Structure?

- Improve communications from local to national level
- Board Members are largely performing roles that should be performed by staff members.
- Board members are not adequately performing vital and legally required governance roles.
- The new structure will improve financial management

## Why Change Washington Youth Soccer Systems & Structure? Cont...

- Fundraising, organizational growth and program growth are all currently constrained by the existing organizational structure.
- The existing organizational structure, systems and roles and responsibilities must be changed to allow for increased fundraising and organizational growth.

## How will the proposed new structure and systems benefit Associations and Clubs?

- Improved communications
- District Commissioners focus more on soccer matters
- District Commissioner and staff roles will be more clearly delineated
- Additional state staff support

## How will the proposed new structure and systems benefit Associations and Clubs? Cont...

- Additional best practices training
- Increased staff availability
- Upgraded technology and communications systems

# What are the proposed changes?

- The Board of Directors will be responsible for governance functions
  - Leadership development (Board and Executive Director)
  - Audit
  - Finance & Budget
  - Fundraising
  - Strategic Planning
  - Selecting & Evaluating the Executive Director

## What are the proposed changes? cont.

- Bylaws will be changed to ensure that Board Members have the skills and experience to fulfill governance functions
  - the board will be responsible for proposing a slate of board nominees.
  - the members would vote to elect the Board of Directors
  - the board would elect the officers, based on their skills and experience.

## What are the proposed changes? Cont...

- Executive Director's responsibilities:
  - Seamless soccer opportunity system
  - Communications
  - Marketing and education
  - Fundraising
  - Staff management
- District Commissioners will provide guidance to ED on soccer matters
- District Commissioners can serve on the Strategic Planning Committee and Operational Committees

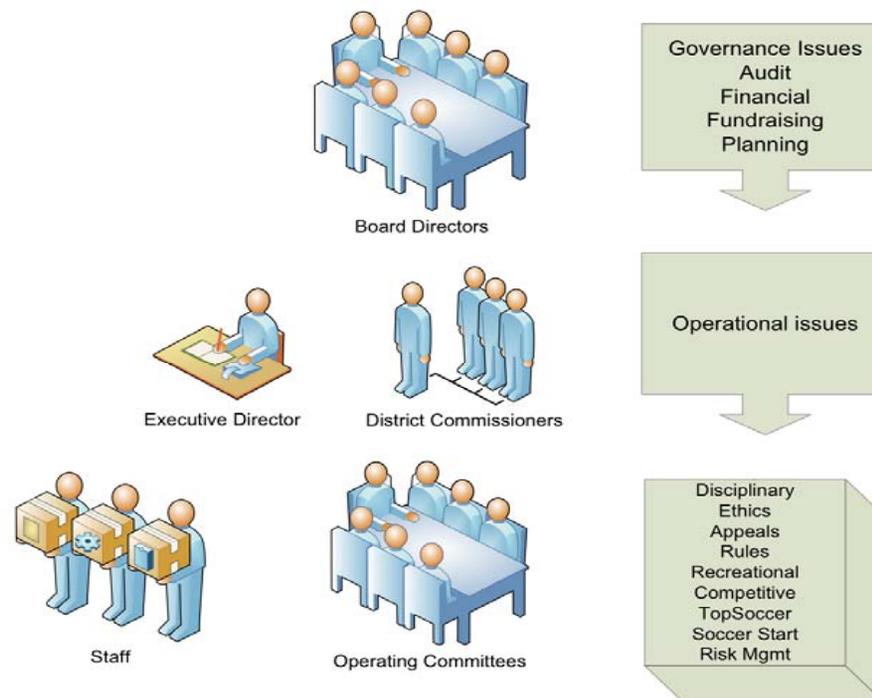
## What are the proposed changes? Cont...

- CEO function shifts to Executive Director
- Board candidate criteria - soccer passion and governance expertise
- Board must include geographical and ethnic diversity
- Continuity between Board Presidents
- Standing Strategic Planning Committee

## What are the proposed changes? Cont...

- Additional senior staff
- Monthly reports from Executive Director
- 360 degree evaluations for Board, Staff, Committees and Commissioners

# Proposed new Washington Youth Soccer organizational structure



## When would these changes take place?

- Approximate 24 month transition plan
- Board membership voting change at the April 2009 AGM.
- Transitional Board membership from April 2009-April 2010
- Staff additions are contingent upon funding
- Shifting of roles and responsibilities during transition

# How will this affect the Members?

- Communications will improve
- Staff and committees will be better tailored to specific roles & responsibilities
- Policy issues will be separated from implementation issues
- District Commissioners will be better able to define when soccer issue should be dealt with at the District or state level
- Washington Youth Soccer will be a better model for local organizations

# District Commissioner Roles

- Commissioner roles are strengthened in new structure.
- Commissioners will have even more influence over soccer policies and programs

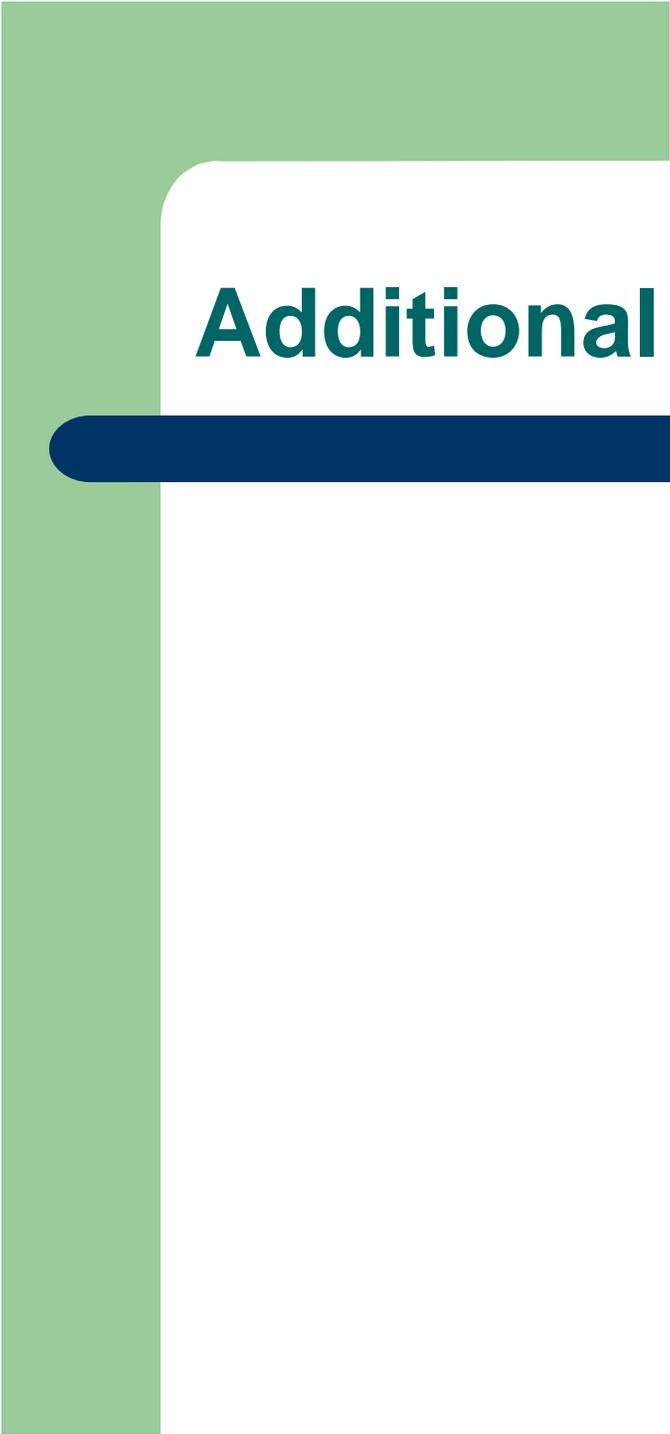
# Association Roles

The roles of the Associations at the state level will not change significantly.

- Voting members of Washington Youth Soccer
- Members of the Council
- Approve player registration fees.
- Elect the Board of Directors.
- Meet at least two times per year

# Closing Statement

- Indiana Youth Soccer has made a very similar change
- Florida, Southern California and Kentucky are currently working on their own versions of such a change.
- This is a win-win for everyone.



# Additional details for Q/A



# Strategic Plan Objectives (early working draft)

- Create Seamless Soccer Opportunity System
- Develop a Best Practice Board of Directors and Governance System
- Develop & Continuously Improve the Washington Youth Soccer Staff and Operational Capacity
- Diversify Washington Youth Soccer Revenues
- Improve Washington Youth Soccer Communications and Operating Systems

## Strategic Plan Objectives, cont

- Increase support for districts, associations and clubs
- Improve marketing, education and branding of Washington Youth Soccer and programs
- Develop culture and systems for regular data gathering, program monitoring and evaluation
- Streamline Rules for ease of use and understanding
- Improve Asset Management
- Develop and implement risk management plan



# Washington Youth Soccer

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PHONE (253) 4-SOCCER · FAX (253) 925-1830 · TOLL FREE 1-877-424-4318  
[www.wsysa.com](http://www.wsysa.com)



## Special Council Meeting November 8, 2008

### EXECUTIVE SUMMARY

#### Board of Directors

Doug Andreassen  
*President*

Laurie A. Myers  
*1<sup>st</sup> Vice President  
Administration*

Vacant  
*2<sup>nd</sup> Vice President  
Administration*

George Maitland  
*Treasurer*

Cynthia J. Spencer  
*Secretary*

Gail Zimbelman  
*Vice President  
Competition*

Dave Miller  
*Vice President  
Development*

Bryan Vasbinder  
*Vice President  
Recreation*

Jan Phillips  
*District 1 Commissioner*

Larry Mana'o  
*District 2 Commissioner*

Stu Snow  
*District 3 Commissioner*

Kasey O' Leary  
*District 4 Commissioner*

Troy Maxcy  
*District 5 Commissioner*

Mike Terris  
*District 6 Commissioner*

Ken Phillipson  
*District 7 Commissioner*

#### Washington Youth Soccer Office

Vacant  
*Executive Director, COO*

Dave Schumacher  
*Director of Coaching*

Brenda N. Heintz  
*Office Manager*

Washington Youth Soccer held an informational Special Council Meeting on November 8, 2008 to discuss the progress made towards the upcoming constitutional convention. The following is a summary of the points covered in the presentation and the issues raised in the Question and Answer session.

**Purpose of Constitutional Convention.** Washington Youth Soccer is a 41-year-old organization that is still operating under its original grassroots structure. The growth of the organization since its inception makes the existing structure unworkable in regards to board structure and decision making process that benefit our members. The board of directors is proposing a new organizational structure that is more responsive and effective.

**Results of Outside Assessment.** Washington Youth Soccer has engaged the consulting firm Jan Glick and Associates (JGA) to advise on, and facilitate, the organizational restructuring and strategic planning. Based on JGA's organizational assessment, the Board adopted the following guiding principles:

- **Simplify** the decision making processes
- **Elevate** the roles and responsibilities
- **Delegate** operating activities to staff and committees
- **Align** decision making to the appropriate level (staff, committees, commissioners, governing board)
- **Integrate** and support all the programs offered by Washington Youth Soccer
- **Communicate** to ensure information is broadly shared both top-down and bottom-up

**Proposed Organizational Restructuring.** The Board delivered a power point presentation that laid out the need for change, the strategic vision for the organization, and the preliminary restructuring proposal. A copy of the presentation slides are included with this Executive Summary.

**Question and Answer Session.** The Association MAR's, Association Presidents and other community participants participated in a two hour Q&A session with the Board and consultants. The following is a summary by topic of that session:



Affiliates:

FIFA

US Soccer Federation

11/12/2008



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- **General response to the proposed restructuring**

A number of participants voiced approval for the proposed restructuring, calling it "way past due". In particular, support was voiced for the separation of governance and operational duties.

- **Governing Board of Directors**

There was general support for the separation of governance from operations, and the future potential for fundraising from a governing board. Concerns were raised about ensuring that there was geographic representation on the board, training for board members, and having non-board members on the Nominating Committee to maintain a board that was connected to and representative of the membership.

- **Districts and District Commissioners**

There was a lengthy discussion on the role of districts and district commissioners. Generally, there was consensus that districts should be representational units, based on a certain number of players. Under this structure, one or two districts may need to be split so that the resulting districts have a more equal number of players that they represent. District Commissioners' primary role at the state level is to represent the players in their district, and to provide input into program policy. To the extent that leagues are managed at a district level, that task should be separated from representation at the state level.

There was consensus that districts were an important level in the state structure, and that eliminating them would place too much of a burden on the state association. The Board has proposed adding additional staff to support the district commissioners.

- **Benefits to Associations and Clubs**

The state restructuring can provide a good organizational model for districts, associations and clubs. The state can be a source of training and best practices for these organizations. At least one association is already adopting a similar organizational model.

The new structure should be used to centralize elements at the state level that are common to everyone, and leave those issues that are not to local organizations. In particular, it was acknowledged that the eastern part of the state has some unique issues due to geography and weather that need to be addressed.

There was some discussion about the possibility of having the state association run all leagues to provide consistency in scheduling & to provide a seamless soccer opportunity system for all of our members

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The new structure will help improve communications from the state down to the local organizations. Additional staff will make the state association more accessible and responsive.

Fundraising at the state level can help local organizations and take pressure off of dues.

### Next Steps:

- **District Meetings to answer questions and solicit input**
- **Proposed Bylaw changes submitted for April 2009 AGM vote**

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