

Oregon Youth Soccer Association
Regular Board Meeting
August 3, 2009
Beaverton, Oregon

Meeting called to order by President, Ric Listella, at 6:30 PM

A quorum was declared by Ric Listella.

Board members attending:

Ric Listella, President
Al King, Director at Large (via phone)
Steve Meckel, District Director
Steve Hershberger, District Director

Dan Dieter, Vice-President
John Thomas, District Director
John McCafferty, District Director
Matt Madeira, District Director

Others attending:

Chuck Keers, Executive Director
Mike Smith, Technical Director

Brian Scott, Member Services Coord.
Kelly Ward, Director Admin

The following items were accepted as presented:

- o July 2009 Association Minutes
- o Vice-President's Report- Attached as Exhibit A
- o ORC Report- Attached as Exhibit B
- o Executive Director's Report- Attached as Exhibit C
- o Member Services Report- Attached as Exhibit D
- o Program Services Report- Attached as Exhibit E

Board Discussion of Strategic Topics:

- o Referee Assaults – Possible Responses
 - Deferred until September Board Meeting. Committee was unable to meet last week and will be meeting next week.
- o Clubs as Membership Organizations- Attached as Exhibit F
 - Board discussed the handout. It is not a pressing issue, Staff will discuss this change with clubs that are not membership organizations and see if they are willing to change.
- o Membership Requirement Application
 - Deferred until September Board Meeting.
- o Requiring Player Cards/Rosters for all Games- Attached as Exhibit G
 - Leagues have recently required player cards at the recreational level. An increase in membership was seen. It also assured that players and coaches are registered to reduce risk. Rosters should or should not be required at the league level. Staff can implement in Fall 2010.
- o Data Points regarding Service and Cost Issues- Attached as Exhibit H
 - Chuck provided a summary of the handout. Discussion followed.

New Business:

- o Report of Non-member clubs- Attached as Exhibit I
 - Chuck rescinded the last paragraph from Grant County SC as we have received their registration. Motion made to disaffiliate Constellation Soccer Club, Motion Seconded & Passed.
- o Lifetime Membership Award
 - A committee met to discuss potential candidates for the award. The committee recommends Jim Lasher as the recipient. As a past president and board member Jim impacted the state and regional soccer. Motion made, seconded and passed.
- o

There being no more business, the regular board meeting adjourned at 8:18pm.

The next BOD Meeting will be held on September 8, 2009 at 6:30 p.m. in Beaverton at the OYSA Office, conference calling will be available.

Respectfully submitted,

Kelly Ward
Director of Administrative Services

Exhibit A:

Date: July 24, 2009

To: All Board Members

From: Dan Dieter
Vice President, Oregon Youth Soccer Association

Re: Vice President's Report for August 2009 Board Meeting

PROTESTS AND APPEALS

The final referee hearing was held last week. Thanks to the panel members who met and worked out the determinations, Ron Brooks and Patrick McArthur. I would also like to thank Brian Scott for his assistance in this case.

BOARD DEVELOPMENT COMMITTEE

I am preparing to contact incumbents as well as potential candidates for the next AGM election cycle.

RISK MANAGEMENT

I received a risk management appeal on the July 23. I will now be testing out our new Risk Management Policy, 801-1. The hearing will be complete by our next board meeting and I will give a report at that time.

Respectfully submitted,



Dan Dieter
Vice President
Oregon Youth Soccer Association
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Exhibit B:

To: Oregon Youth Soccer Association Board
From: Matt Madeira
Re: Oregon Referee Committee 07/14/09

The committee met on Tuesday, July 14th. Discussion items included a review of the financials and budget. Kevin Autio was later appointed as Chair of the Communications Committee.

Matt Madeira

Executive Director's Report

August 3, 2009

The US Youth Soccer National Championships in Lancaster, Massachusetts:

The Westside Metros' Internationals U18 Boy's team lost 2 and tied 1 – did not advance to the Finals.

Scott and I met with the Region IV Director and Deputy Director regarding the President's Cup in Medford next June.

I met with Gavin Owens-Thomas with Gotsoccer regarding their online registration system.

Ric and I attended the Region IV President's Meeting and National Council Meetings. Nevada and Utah have new Presidents, Bart Farley and Cindy Baron, respectively. Ron Cook was re-elected to the Region IV Council and Ken Edmunds from Idaho was elected Treasurer.

Region IV adopted a "stay to play" policy for teams attending Far West Regionals in New Mexico in 2010 and Boise in 2011. All teams will be required to stay in one of the hotels selected by the host association or will not be allowed to participate. Teams may, however, buy out of this obligation by paying the host association \$500. Regionals will be June 21st through June 27th next year.

Two committees were formed, one to consider methodologies to increase outreach to ethnically diverse and rural populations and the other to consider alternative program designs for ODP. They will report to the Regional Council in October.

Teams wishing to participate in the Regional Presidents Cup next June must commit in February, 2010.

There are changes in the tax laws this year that require nonprofit boards to review and approve their organization's 990 tax filing and establish whistle-blowing and conflicts of interest policies.

The Federation had a representative at the US Youth Soccer National Council Meeting who reported that they were, "All about small-sided soccer," though they were not prepared to mandate it. He also announced the Federation planned to have a meeting with all state association Technical Directors in October, I believe to discuss coach developmental practices. The Federation also plans on requiring states to register all of their coaches as well as players. This could cost us \$7,000. He described the progress to date on enhancing referee development for the youth game. They have divided the referee pool into three zones; zone 1 is comprised of Grade 8 and 9 referees. They are developing new online training videos, a new entry level course and online information and testing for this group.

Evelyn Gill was re-elected as Vice President of US Youth Soccer at the meeting. John Sutter from North Texas was also elected as an At Large member and Dennis Brumfield was re-elected as Treasurer.

A proposal to eliminate the ODP National Championships was defeated.

Region I Director Robert Palmeiro was elected to fill the second youth seat on the Federation Board of Directors.

Referee Assault Issues:

A meeting to discuss strategies to reduce the number of referee assaults was postponed because of a change in schedule by one of the members. I will report on this issue at the September Board Meeting.

Notification of non-members:

E-mails and letters were sent to the clubs that failed to renew their membership for fiscal year 2009/2010 informing them that our insurance no longer covered their business operations or their players/coaches. A similar e-mail was sent to all of the soccer families that registered with these clubs last year.

Oregon Premier League:

The league that was created at U11 last year by a number of Portland based clubs applied and was granted sponsorship by OYSA for their U12 division. As a result, over 1,200 players who would have left OYSA to join US Club Soccer will play next year as OYSA members.

Several clubs from outside the Portland area expressed displeasure at our sanctioning of the U12 division of the OPL – stating that by doing so, we make their teams eligible for State Cup and strengthen their league at the expense of non Portland-based clubs. A number of clubs from outside of the Portland area also said they would have entered the OPL rather than the OYSA Premier League if they had known it was sanctioned by OYSA, even though they would have to play every game in Portland. They believe the competition in our league will not develop their players as well.

A couple suggested that if we continue to sanction premier leagues, we should require home and away travel, qualifying tournaments and not allow any league to establish arbitrary exclusivity in regards to participation.

Member Services Report

August 3, 2009

Club Development

Staff has begun the process of reviewing club membership application materials in detail. We will be working with clubs to help them be in compliance with all membership requirements.

Hood River

Lisa Knapp of the Hood River Dynamos reports a productive meeting with the 4-H group and other community groups interested in soccer in Hood River. It is unclear whether the 4-H group will continue to pursue club status.

The Dynamos have extended registration services to some teams from the 4-H group to allow their participation in the OYSA fall league. They have also extended registration services to some teams from The Dalles.

Risk Management

Coach/Admin registrations for the fall recreational teams are in full swing. This is generating an anticipated surge in background reports to review. With the assistance of Affinity the ability of club registrars to create administrator accounts without impersonating the individual for whom the account is being created has been removed. Registrars have also been notified that administrator accounts that are missing disclosures and electronic legal agreements will be canceled. These steps should significantly reduce the number of applications that are incomplete.

Staff presented the idea of requiring OYSA member cards to be used in all sanctioned leagues and tournaments - including recreational leagues and tournaments, regardless of the age of players. This topic will again be on the agenda at the next meeting in September. There are significant risk management benefits to requiring member cards. When required member cards are combined with requiring activation of teams through Affinity it will be possible to be sure that risk status rules are observed for the adult participants.

TOPSoccer

Eastside United participated in the Clash at the Border TOPSoccer event presented by Washington Youth Soccer. The event was reported as being very successful. Washington plans to stage the event again next year. We hope to see greater participation by Oregon clubs in the event.

As soon as the fall registration rush comes a bit, the planning committee for TOPSoccer at the 2010 Region IV President's Cup will get under way. I anticipate that the first meeting will take place in September.

West Hills has resolved its location issues and is in the midst of a session at SoccerPlex. The new schedule has been posted to our website. Carrie Cool, the West Hills program administrator was honored by the Portland Timbers as Coach of the Year. West Hills has promised an article with more details for the next issue of Goal Lines.

Respectfully submitted, Brian Scott, Member Services Coordinator

**Leagues and Tournament Report
July, 2009
Submitted by Scott Enyart, Director, Leagues and Tournaments**

PQT/CQT weekends:

The PQT weekend will be July 31 through August 2nd in Corvallis. The CQT's will be played on fields in Canby. Because of the new format being used – CQT final schedules will not be up until the PQT is complete and those teams playing in both are known to use. Staff attempts to schedule to avoid conflicts with coaches having multiple teams and with travel teams so that when possible we create good situations for them to participate.

2010 National Championship series / Far West Regional tournament:

USYS has announced that Overland Park, Kansas will host the National finals July 19 through July 25. Far West Regional tournament will be in Albuquerque, New Mexico June 20 – 27.

New team formation rules have been approved by the National board – specifically dealing with an residency rule of 50%. A team from back east roster a 7 year old and an 11 year old on a Under 19 roster to become eligible for the State Cup. The old rule did not address this issue so that has been corrected. A copy of the new language has been provided to Affinity to add it to our registration criteria and will also be sent to all clubs so that they are aware of the change.

Recreational event registration:

Deadlines for the District Recreational League, Kohl's Cup and biokleen Cup are quickly approaching – staff will be sending a reminder to all clubs regarding these events.

2009 USYS National Championship series:

WSM Internationals participated in the USYS National finals on July 19 – 26 in Lancaster MA. They finished with a 0 – 2 – 1 record in a very evenly matched bracket. I attended as the state rep for the team. With the USYS AGM occurring, in conjunction with the event, Ric and Chuck also attending the National Finals.

Region IV President's Cup Regional tournament 2010:

Chuck and I met with Region IV staffers regarding the requirements for the tournament next June. We have a very good idea as to what needs to be done. And we will be meeting with the Medford folks

Clubs as Member Organizations August 3, 2009

There are many types of nonprofit organizations, but typically they fall into two categories; membership and non-membership organizations.

A membership organization has regular meetings in which the membership elects the board of directors and has the power to amend the bylaws of the organization.

A nonmember organization typically has a self-selected board of directors and the powers and authority of its customers (sometimes referred to as "members") are limited to those delegated to it by the board. In a nonmember organization, board of directors generally elects its own successors.

The US Soccer Federation is a membership organization, as is US Youth Soccer. State youth soccer associations are required to be member organizations under the bylaws of US Soccer and US Youth Soccer. It is part of the Amateur Sports Act that established US Soccer as the governing body for the sport of soccer in the United States. It is an inherent value of amateur sports organizations, indeed of America itself, that the members and participants of organizations have a direct role in the governance of those organizations. This is especially true of public entities and nonprofits, because they are not subject to the market disciplines over their capital; therefore, without membership control of major decisions such as the election of the board, there are few inherent safeguards against abuse.

While state youth soccer associations are required to be membership organizations, it appears there is no explicit requirement by US Soccer or US Youth Soccer that *our* participating entities, clubs in our case, be membership organizations.

OYSA currently has 88 member clubs, of which approximately 25 to 30 percent are not membership organizations. Staff proposes that the OYSA board establish a policy that requires all member organization of OYSA to be membership organizations. We suggest that current nonmember organizations have until June, 2011 (almost two years) to change their status.

We propose this to provide consistency in structure and representation within the State of Oregon and to model the values and mirror the structure established under the Amateur Sports Act, US Soccer and US Youth Soccer.

Propose:

Policy 201-1, Section 1, Requirements of Member Clubs, be modified as follows:

Add a sub-section "E" under Section 1 of Policy 201-1, to read:

E. After June 1, 2011 member clubs must be registered with the State of Oregon as a nonprofit, public benefit corporation, with members.

Mandatory Player Cards, Roster Verification

August 3, 2009

Background

OYSA currently requires member cards for all players and coaches participating in leagues and tournaments sponsored by the Association. The cards show:

- Section 1. Player's name
- Section 2. Player's date of birth
- Section 3. Age group in which the player is registered
- Section 4. Club and team registration
- Section 5. Seasonal year for which the card is issued
- Section 6. Picture provides positive identification
- Section 7. Registrar signature provides proof that a birth document has been examined to establish date of birth

Player's cards are required to be laminated with a current picture of the player.

In addition to providing positive ID for the player, a current member card also serves as proof that the player has been registered with OYSA and is covered by OYSA medical and liability insurance. When player cards are checked by the referee before a match the opportunity for an unregistered (uninsured) player to participate is significantly reduced.

OYSA competitions also require that the Affinity online software be used to create and activate teams. When a team is activated, the risk status of the adults assigned to the team is verified. A team cannot be activated unless all assigned adults have a risk status of Approved. A member cards cannot be printed for an adult that does not have a risk status of Approved.

While some of the recreational leagues sanctioned by OYSA require the use of player cards, many do not. Those leagues rely on rosters printed by a club registrar and assurance from the team coach that the players on the field are the players listed on the roster. This is a situation that makes it easy for unregistered (therefore uninsured) players to participate.

When adult cards are not required, there is no verification that risk management requirements have been met. When cards are required, an adult's card cannot be printed without a risk status of Approved. While this does not guarantee that something has not happened since the card was printed, it does make sure that known issues existing prior to the card's printing have been checked. In addition, when player cards are required, it is much less likely that a non -registered, non-insured player will be involved in the game.

Recommendations:

- ! Require member cards for all players and adult participants at all levels.
- ! Require that all cards be laminated with the person's picture.
- ! Require, as a condition of sanctioning, that referees verify cards and rosters before every match.
- ! Require all clubs to form teams in a way that requires activation of adults onto the team roster so that risk status for assigned adults is verified.

Exhibit H:

Oregon Youth Soccer
Service, Cost and Membership Considerations
August 3, 2009
Overview

Issue: The economy is bad and is likely to stay bad for some time. Our primary competitor in the youth soccer marketplace (US Club Soccer) charges between \$8 to \$10 for recreational membership (without player cards and with player cards, respectively). We charge \$13 for recreational membership (with a player card) and some clubs have begun to register a significant percentage of their recreational members with US Club Soccer – or go independent as in the case of many Portland clubs - in part, to save money.

There is no doubt many reasons why a club might register some or all of their membership with another organization. For many it is all about economics, for others, there is a desire to be more self-determinate, to be free of conventions and restraints imposed by an organization like OYSA.

The Board recently affirmed our revenue and service model; however, what follows is a comparison of our costs and services with our primary competitor, US Club Soccer. In addition, there is an analysis of other factors that likely influence clubs to choose to not register some or all of their members with us.

Fee Comparison w/US Club Soccer:

	US Club Fees(FY 08/09)	OYSA Fees (FY 09/10)
• Competitive Players (U12-U20):	\$16 per player	\$28
• Competitive Players (below U12):	\$12 per player	\$28
• Recreational Players (w/out card)\$8 per player		N/A
• Recreational Player (w/card):	\$10 per player	\$13
• Staff (coaches/managers):	\$15 per staff (2 yr pass)	\$13 (1 yr pass)
• Recreational Staff	\$5 per staff (1 yr pass)	\$13 (1 yr pass)
• Club Membership	free	\$100
• Tournament Sanctioning	free	\$10
• League Sanctioning	free	\$50
• Player Transfers	free	free
• Travel Papers	free (none required)	\$10 (free to WA,ID)

US Club Soccer takes a minimalist approach to soccer services, leaving most decisions and development of coaches, clubs, referees and the sport to soccer clubs or other soccer organizations. This allows them to charge less and has the added attraction (to some) of reducing impediments caused by state/national rules and regulations intended to facilitate development or protect players, such as small-sided game requirements and prohibitions to U10s and younger playing competitive soccer.

Comparison of Services

	US Club Soccer	OYSA
• USSF Membership	Yes	Yes
• US Youth Soccer Membership	No	Yes
• General Liability Insurance	Yes (note 1)	Yes
• Secondary Medical Insurance	Yes (note 2)	Yes
• Referee Medical Insurance	No	Yes
• Referee General Liability Insurance	No (note 3)	Yes
• Facilities (field) insurance	No (note 4)	Yes
• Background Checks	Yes	Yes
• Coach Education/Licensing	No	Yes
• Access to State Coaching Director	No	Yes
• Club Administrative Assistance/Training	No	Yes
• New Club Development	No	Yes
• Local Marketing, community advocacy	No	Yes
• Referee Training	No	Yes
• Tournament Sanctioning	Yes	Yes
• League Sanctioning	Yes	Yes
• Local league/tournament administration	No	Yes
• Online Registration	No (note 5)	Yes
• Access to online gaming software	No	Yes
• State Cup	Yes (note 6)	Yes
• Regional Competition	Yes	Yes

• National Competition	Yes	Yes
• Local (state) Olympic Development Program	No (note 7)	Yes
• Risk Management Education	No	Yes
• Local (State) Policy Representation	No	Yes
• National Policy Representation	Yes	Yes
• Grievance, Protest, Appeals	No	Yes
• Disciplinary Action re: Referee Assault, etc.	No	Yes
• TOPSoccer	No	Yes

Note 1 – There is debate about the strength of the US Club Soccer GL coverage compared to ours. I believe their limits are lower in a number of areas and ours provides Hired and Non-Owned Auto Liability, host liquor liability for banquets and meetings, ours does not have a punitive damages exclusion, where theirs does (I think). The truth is that theirs is probably adequate, but I think ours is better.

Note 2 – Our medical insurance has a benefit of 104 weeks from the date of injury and I think theirs is a 52 week benefit period. Our policy does not contain sub-limits. Our policy also provides accident medical benefits for organized group travel to and from a covered activity, where I don't think theirs does. Also, we have a \$250 deductible and I believe theirs is \$500. Again, theirs is probably adequate, I believe ours is better.

Note 3 – Our policy specifically includes referees and I don't think theirs does. USSF does provide some coverage for USSF Certified referees, however.

Note 4 – Our policy extends to members/clubs using virtually any field, theirs extends to clubs that own their fields and use them for the sole purpose of their club.

Note 5 – They take recreational registration in Excel, so I don't think they really offer online registration to recreational members. The club must gather the data and if it is done online, must pay separately for the service. I think competitive players are handled similarly, but the club/league/team is registered through a process other than Excel. I don't think they offer a system for clubs to use to enable individual players to register with the club/league/team.

Note 6 – They have language about state cups on their webpage, but there isn't one in Oregon at this time. I don't believe US Club soccer directly administers any such competitions. My guess is they "allow/sanction" a local member to do the administration of an event they call a state cup.

Note 7 – US Club has a program they call id2 which they state is "a cost free, apolitical an alternative to ODP." Their regional training camps are free – lodging, meals and gear is provided. There are no try-outs, they are invitation only events.

In summary, US Club Soccer provides insurance, league and tournament sanctioning (essentially insurance), background checks, player cards, regional/national completions and an identification program for elite players. It is a cost-effective model, especially for established youth soccer programs that do not perceive a need for larger organizational support.

It was originally established to provide a simple method for elite players (the top 5% of youth soccer players) to be able to travel and play without the burdensome restrictions imposed by US Youth Soccer. They quickly realized the money that could be made by accepting recreational players, even though their support to this population is limited to insurance and background checks.

Their model has caught on, in part, because this minimalist approach provides freedom and flexibility to competitive programs while providing for the most basic needs of recreational programs – at a cheaper price than is possible with a full-service, or even a true service organization. Since other service organizations exist (NSCAA, US Youth Soccer, state youth soccer associations, state referee Committees, etc.), they do not have to address the basic infrastructure or developmental service and support of youth soccer. They have become a specialist in an industry that was previously dominated by generalists.

The strategic implications of this industry trend are beyond the scope of this report, but suffice it to say they are somewhat less expensive because they provide only core and essential services. As the economy continues to deteriorate, and as schools, park and recreation departments and other government entities charge more for field access – and as more clubs choose to pay their coaches in order to retain a "competitive advantage" in the industry – more clubs will seek alternative and less expensive models.

During the development of our current strategic plan, again last October and even at our AGM this past January, a similar business model termed, "pay as you go" was discussed. The basic concept was to streamline OYSA's operations to include only "core and essential" services, thereby enabling us to lower our dues and be more competitive with US Club Soccer and similar models (such as the parks and recreation approach). Services beyond those deemed to be core and essential would be charged at market rate (or cost) to our members.

One step in assessing such a model is to determine what "core" services should be provided. Another step is an assessment of what services and activities currently cost, and how they are funded.

Services and Core Services:

At our Board Retreat last October, the following list of services and activities was developed:
Must Have:

- Annual Meetings
- Dues to US Soccer Federation

- Dues to US Youth Soccer
- Insurance
- Registration
- Background Checks
- ODP
- TOPSoccer
- Soccer Across America/outreach
- President's Cup
- State Cup
- Supervised state level courses (Youth Modules, "E" and "D" Licenses)
- Protest, Grievance and Appeals Resolution

Should Have:

- Premier Leagues
- Tournaments (Qualifying Tournaments, Kohl's America's Cup)
- Referee Training
- Club Administrative Support
- Administrator and Club Training (AGM Workshops)
- Coaching Clinics (National Youth License, National "C", "B" and "A" Licenses, etc.)

Uncertain Services:

- Referee Scheduling
- Leagues
 - Fall
 - Winter
 - Spring
 - District Recreational

At our AGM last January, the following list of services was developed:

- Coach certification
- Coach training
- State Cup, other tournaments
- Unifying, collaborative advocacy – a voice of soccer in Oregon
- Consistent standards, rules and policies
- Player registration, standardized integrated database
- Player medical insurance
- Club liability and Directors and Officers Insurance
- Risk management support and education
- Background Checks
- Referee training
- Referee assigning and problem solving
- Marketing and communication to key audiences
- Sponsorship – development of revenue from dues and fees
- League administration
- Administrative training and support

The question of core services is a subjective one. At the most basic level, OYSA could be Spartan indeed.

- Annual Meeting – Probably not worth mentioning, because basic requirement of every organization does not cost much money. Obviously we would not need to pay for the hotel rooms or meals of the delegates.
- Registration – We are required to register players. However, the simple function of collecting registered member names and other basic information need not cost much. We would not have to offer – or pay for – an online system (we operated without this "service" for years. Or if we did offer an online option, it need not come with any features or utilities other than the collection of names. This would cost much less than what we are currently paying.
- Transfer of registered member data and dues to US Youth Soccer and US Soccer. We could transfer the data in a Excel spreadsheet. We do have a \$1.00 per player obligation to US Youth Soccer and another \$1.00 obligation to US Soccer. [US Club Soccer is not a member of US Youth Soccer, so they only have a \$1.00 obligation.]
- Insurance – We certainly would need to have Directors and Liability Insurance for OYSA, as well as General Liability insurance. We would also probably need to have player medical accident insurance for our ODP participants. However, there is no requirement for us to provide this coverage for our member clubs. I doubt we would want to discontinue this benefit, since US Club Soccer provides it, and there should be economies of scale, but as Steve Baker pointed out at the President's Meeting last January, clubs can purchase this coverage themselves.

- Background Checks – Probably in the extreme this could be relegated to our clubs (except for direct volunteers, staff and ODP coaches), however we know from past experience that clubs often do not do this, even when they have been given the option. Further, as a governing organization, OYSA would likely be named in any lawsuits arising from inappropriate sexual contact or negligent behavior of club coaches – or failures on the part of clubs to exercise “appropriate” Risk Management protections. We probably wouldn’t want to assume the liability of leaving this critical precaution to member clubs. Also, since US Club Soccer performs background checks, like insurance, we probably would not want to discontinue this benefit, either.
- ODP – This is a required program of all US Youth Soccer Organization Members. HOW we run ODP is a local decision. There is no question that this program could be self-sustaining, from the standpoint of charging participants the actual cost of the activities. Obviously this would make the program prohibitive for some worthy and talented players, but it could be done. The program could also be designed such that there were no practices – it could be an identification and selection process of some kind and send teams to camp to be observed by Regional Staff. There are numerous other programmatic structural options. One this is certain, the program in its current design is succeeding – if the goal is to identify and develop players so they are selected for the Region IV Regional ODP Pool. We have gone from 8 players selected to the Regional Pool in 2003 to 53 this year.
- TOPSoccer – Similar to ODP, it is a required program, but not one that needs to be subsidized by member dues.
- Soccer Across America/Outreach – The same as ODP and TOPSoccer. We don’t spend much time or money doing this now, anyway.
- President’s Cup and State Cup – Both are required activities, but can be (are currently) structured such that the fee revenue is sufficient to cover the expenses of the tournaments. The same is roughly true for Far West Regionals and the Regional Presidents Cup.
- Supervised State-Level Coaching Clinics – these are heavily subsidized, in part because of the overhead associated with a full-time Technical Director and the general association overhead. The pricing of these clinics could be adjusted to reflect 100% of the costs; however participation would undoubtedly decline sharply.
- Protest, Grievance and Appeals Resolution – Again, required, but could be performed by volunteers.
- Leagues and Tournaments – We do not have to do this. As the so-called OPL has demonstrated, competitive leagues can be readily operated by clubs. While it is debatable whether the OPL is truly a premier league, there is no question that the majority of premier level U12 teams are playing in the OPL this year. Certainly classic level leagues can (and perhaps should) be run by clubs, rather than through the state office.

The other thing OPL has clearly demonstrated, however, is that leaving premier level soccer to a club (or an exclusive group of clubs) leaves most of the state at an economic and competitive disadvantage. Acceptance into the league and placement into brackets is done at the sole discretion of the administrators – creating a restricted opportunity for many in the state and leaves others at the mercy of a perceived bias in terms of placement and/or schedules. Further, since travel rules are set by those administering the league, all games are in the Portland Metro Area, requiring all non-Portland based teams to travel long distances for every game.

The PDL may be working for the Portland-based clubs, but it has relegated the rest of the clubs in the state to second-class citizens, if not third-world pariahs.

The revenue from our sponsored leagues currently covers their expenses. The volume of activity also provides a capacity and economy of scale that keeps our league and tournament services both affordable and well-managed. While we might divest from operating classic level leagues, the reduction in scale may have detrimental impact on our premier level services.

In my opinion, we should retain – and even strengthen – our direct administration of premier soccer in Oregon. Our population is not sufficiently large to support two premier leagues. Further, I believe a state association is uniquely positioned to provide fair and relatively equal access to this highest level of play.

- Referee Training – We have only recently increased our involvement and investment in referee training in Oregon. The Oregon Referee Committee exists to fulfill this function and some clubs also play an active role developing local referees. There is no question that referee development is a state-wide need, or that we have a vested interest as the single largest consumer of this resource. However, it is clearly not a “core” or essential activity of a state youth soccer association.
- Club Administrative Support/Training – Some degree of this is arguably integral to a state association’s role and function, however, the level of such service is something that can certainly be adjusted. We certainly do not need to conduct workshops at our AGM’s – and if we did, we would not need to bring in national level facilitators. We would also have the option to charge for attendance.
- The National-Level Coaching licenses do not have to be offered in Oregon. And, again, when offered, the pricing structure could reflect actual costs. Attendance will reflect whether the value of the clinics is worth the price.

Revenue Model

We receive a modest amount of revenue from interest, sponsorship, donations, product sales and ads, (\$196,000) however slightly over 91% of our current revenue (\$2,090,000) comes from dues and fees.

Fee revenue makes up about 65% of the \$2,090,000. Leagues/Tournaments (857,000), ODP (395,000) and Coaching (100,000) clearly employ a pay-as-you-go model [numbers are rounded]. Leagues and Tournaments have a modest deficit (\$13,000) planned in FY 09/10, ODP and Coaching have larger deficits planned; \$57,000 and \$160,000, respectively. So with the possible exception of Leagues and Tournaments, these programs are not fully pay-as-you-go in that they currently require subsidy from dues to deliver their current level of service.

We receive approximately \$738,000 in dues revenue, which represents about 35% of the \$2,090,000. About \$110,000 of this dues revenue is allocated to Leagues and Services, and represents the \$15 difference between what Competitive players pay in dues (\$28) compared to Recreational players (\$13). That leaves about \$628,000 in dues revenue, about \$88,000 of which is from coach memberships (\$11,000) and club memberships (\$77,000). Players account for about \$540,000 of dues revenue, excluding the \$110,000 allocated to Leagues and Tournaments, which is just under 24% of our total budget or about 26% of our total revenue, less the interest, sponsorship, etc.

Player insurance costs \$106,000, USSF/US Youth Soccer National Dues costs \$83,000 and online registration costs \$94,000. To a greater or lesser degree, these can be considered direct benefits of dues paid – not exactly pay-as-you-go, but close.

This leaves \$257,000 of player dues revenue to fund the balance of services and activities not paid for by fees. One might want to add the \$77,000 in club and coach dues to this figure and bring the total dues revenue to \$334,000, though background checks cost \$20,000 and are certainly a direct cost of registering coaches. So this all-inclusive dues balance is more like \$314,000, which is about 14% of our total budget.

The significance of this, with regard to revenue models, is that we are already 86% pay-as-you-go.

How do we spend the 14%, or \$314,000, that is not directly tied to a service or benefit?

A little over half of it (\$160,000) subsidizes our coaching program (\$3.40 per player). About 18% (\$57,000) subsidizes ODP (about \$1.16 per player). The other significant program subsidy is Club Services, which uses about 28%, or \$89,000 of the dues revenue. Club Services, of course, deals with risk management, protests/grievances/appeals, TOPSoccer, Soccer Across America/Outreach, new club formation and all general administrative/managerial issues.

Report of Non-Member Clubs
August 3, 2009

Clubs Disaffiliated by OYSA Board effective 7/1/09

Club	District
Eugene Southside	Central Valley
OUSA	Central Valley
Milton-Freewater	Central-Eastern
Sandy Cascade	Columbia
The Dalles Soccer Club	Columbia
Klamath Falls Soccer Club	Southern
Forest Heights Soccer Club	Portland
Hillside Soccer Club	Portland
Hollywood Soccer Club	Portland
Holy Redeemer Soccer Club	Portland
Irvington Soccer Club	Portland
Jackson Soccer Club	Portland
Laurelhurst Soccer Club	Portland
Mosaic Soccer Club	Portland
Mt. Tabor Soccer Club	Portland
Peninsula Soccer Clubs	Portland
Portland High School Co-Ed	Portland
Rose City Soccer Club	Portland
Skyline Soccer Club	Portland
Southeast Soccer Club	Portland
St. John's Soccer Club	Portland
Vista Soccer Club	Portland
West Sylvan Soccer Club	Portland

In addition, there was a question at the July Board Meeting regarding the status, or the intended membership expectation, of the Constellation Soccer Club. Staff has contacted the President of the Constellation SC and confirmed that the few players they registered last year have been integrated into other club (s) within the Tualatin Hills District.

Staff therefore recommends that the Constellation Soccer Club be eliminated as a member Club of Oregon Youth Soccer, effective July 1, 2009.

Grant County Soccer Club was granted a one-month extension as we were assured it was their intention to register as a member club. However, in spite of repeated communications, we have not received their membership application. For this reason staff recommends that the Grants County Soccer Club be eliminated as a member club, effective August 1, 2009.