

Oregon Youth Soccer Association  
Regular Board Meeting  
February 2, 2009  
Beaverton, Oregon

**Meeting called to order by President, Ric Listella, at 6:33 PM**

**A quorum was not declared by Ric Listella.**

**Board members attending:**

Ric Listella, President  
John Thomas, District Director  
Steve Raye, District Director

Dan Dieter, Vice-President  
Matt Madeira, District Director  
John Cronkite, District Director

**Others attending:**

Chuck Keers, Executive Director  
Kelly Ward, Director Admin

Brian Scott, Member Services Coord.  
Mike Smith, Technical Director (via phone)

**Board Discussion of Strategic Topics:**

- Restructure Considerations (attached as Exhibit A)
  - Board Members will provide feedback by Feb 6<sup>th</sup>.
  - Board Members will provide a list of clubs that they have personal relationships with that they can share these considerations with. Staff will contact the remainder.
  - Feedback will be compiled and action will be brought to the March Board Meeting.

**The next BOD Meeting will be held on March 2, 2009 at 6:30 p.m. in Beaverton at the OYSA Office, conference calling will be available.**

There being no further business, the meeting was adjourned at 8:00 PM.

Respectfully submitted,

Kelly Ward  
Director of Administrative Services

## Exhibit A:

### Oregon Youth Soccer Input and Plans Regarding AGM Discussions

At the President's Meeting on Saturday, January 24, 2009, Marc Smiley facilitated a discussion seeking to determine the most important and least important services for their clubs and what services should be pay-as-you-go. A list of essential or highly valuable services was developed, but it became apparent that the priorities differed greatly depending on the size of the club and whether it had recreational programs or competitive programs.

The list included the following:

- 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 for adult volunteers, staff
- Referee training
- Referee assigning and problem intervention
- Marketing and communications to key audiences
- Sponsorship, alternative revenue from dues and fees
- League administration
- Administrative training and support

While everything on the list may be important, it was noted that they didn't necessarily have to be provided by a single, state-wide youth soccer association. Background checks and player insurance, for example, could be obtained independently from OYSA.

The needs of our member clubs have changed. What emerged from the meeting was the realization that while all clubs have some needs in common, large clubs have different set of priorities and needs than small clubs – and that clubs with recreational programs have a different set of needs and priorities than do clubs with competitive programs. Rather than ask everybody what was important, we need to take these differences into account when prioritizing services – and perhaps even when developing our revenue model to support them.

What we heard was:

1. Recreational and Competitive service needs and models should be separated
2. All services and activities should be as effective and efficient as possible
3. The programs/services of the association should have value to our customers – and we should be willing and ready to provide new services as they are identified
4. OYSA has an important role being a strong voice and advocate for the game and also as an integrating and collaborative influence within the soccer community
5. There was a sense of urgency for OYSA to make organizational changes to accommodate these needs

Staff has met to discuss the implications and possible organizational and budgetary changes of what we heard.

**Board Structure:** It seems many of our clubs don't feel they have adequate representation, on our board. Since the perception is that recreational, competitive and premier programs are somehow fundamentally different from each other, it makes sense to consider reorganizing the board to reflect these distinct constituencies.

**Option 1:**

- President, Vice President and Secretary/Treasurer – elected by the entire membership
- Three Recreational Members-at-Large – elected at AGM by clubs with recreational programs
- Two Competitive Members at Large – elected at AGM by clubs with competitive programs
- One Premier Member at Large – elected at AGM by clubs with at least one premier level team
- Total board size: 9

**Option 2:**

- President, Vice President and Secretary/Treasurer – elected by the entire membership
- Vice President of Recreation - elected at AGM by clubs with recreational programs
- Vice President of Competition - elected at AGM by clubs with competitive programs
- Vice President of Premier - elected at AGM by clubs with at least one premier level team
- Total board size: 6

**Option 3:**

- President, Vice President and Secretary/Treasurer – elected by the entire membership
- Vice President of Recreation - elected at AGM by clubs with recreational programs
- Vice President of Competition - elected at AGM by clubs with competitive programs
- Vice President of Premier - elected at AGM by clubs with at least one premier level team
- Nine District Directors – elected at AGM by clubs within their respective Districts
- Total board size: 15

**Comments:**

- In option 1 and 2, caution would have to be exercised to ensure that all of the board members do not come from the Portland Metropolitan area, thereby disenfranchising our members in rest of the state.
- Option 3 increases the size of the board; something that has been suggested is not desirable. Further, the larger board size weakens the relative influence of the three constituencies we are seeking to empower. Lastly, it adds constituencies to our board which may further divide and fragment board decision making.
- We have institutionalized Recreational, Competitive and Premier Advisory Committees. We would envision some (or all) of the Recreational, Competitive and the Premier At-Large Board Members to attend, and perhaps chair, these committees. The committees are, and would

remain, advisory to staff and the Executive Director, however or members would perceive a greater degree of interest, involvement and representation to their respective programs (rec, comp, premier) with board level participation on the committees. It would have the additional benefit of keeping key board members current and apprised of operational implications of policy decisions at the board level.

### **Operational Structure:**

One of the challenges in segregating operational structure into recreational and competitive components is that while some activities are clearly one or the other, many activities are not that easy to distinguish. The trend in league play, for example, is to move away from exclusively recreational and competitive competitions, like the District Recreational League, which is often comprised of “select” teams of recreational players. It is also common practice for “recreational” teams to stay together for years, gradually adding stronger players so they dominate “regular” recreational teams and seek out more competitive playing opportunities.

The “ladder” from recreational to competitive to ODP has been missing a well defined bridge between the true recreational programs and the true competitive programs for years. Our plans to regionalize play, as opposed to state-wide leagues, are one strategy to create a more accessible model for the high performing “recreational” team and the moderately skilled “competitive teams. Further, there has been discussion related to eliminating recreational and competitive member passes and simply making all players members – thereby allowing them to play on any team for which they have an appropriate skill level. Lastly, while 60 clubs offer only recreational programs, only 8 clubs offer only competitive programs. Forty clubs, or 37%, offer both recreational and competitive programs.

Nevertheless, our members pay different dues for recreational and competitive players, and the fundamental philosophical distinction between the two programs (one’s emphasis fun, no scores or standings and 50% playing time, the other emphasizes winning, scores, standings and advancement) tends to divide our community into distinct groups.

ODP is unique in that it is not a club service, but a nationally mandated program that serves players directly. Clearly on the competitive side of the ledger, it is supported primarily by participant fees that cover program costs, including program staff. Our constituency is divided about how much, if any, of their dues should support ODP. Most, I suspect are comfortable with some level of general support.

Coach Development is another mandated program. All State Youth Soccer Associations are required to have a Technical Director/Director of Coaching to oversee the state-level coach licensing and certification to ensure the standards of US Youth Soccer and the Federation are being consistently followed and to help clubs develop effective coaching programs. Some activities are clearly exclusive to the recreational community (youth modules, for example) while higher level licensing clinics (E and D, as well as the National Youth License and even State and National C license clinics) attract and are valuable to both recreational and competitive coaching. Some larger recreational and competitive clubs have also suggested they don’t need our coach development services, believing they can either contract it out on their own or use their own coaching staff to develop their coaches.

While this is a legitimate option for some member clubs, from an organizational structure perspective, we are obligated to promote and provide coaching instruction that is consistent with US Youth Soccer and US Soccer Federation standards. Our organizational capacity needs to be able to effectively respond to this responsibility. The challenge is how to determine how much, if any, of this capacity should be supported by member dues, what should be allocated between recreation and competitive and how much should be fee-for-service.

Referee Development is not mandated (yet), but has emerged as a desired service area by both our recreational and competitive communities. It is not clear how to segregate this activity as 95% of our certified referees are grade 8s and serve both communities.

General club administrative development, risk management (background checks and awareness programs), soccer growth, marketing, communication, etc., are support services that some clubs value and others do not. These services are arguably essential for safe, legal and effective club functioning but difficult to segregate into recreational and competitive categories – either structurally or within a budget.

**Dues:**

The following services and their per-player costs lend themselves to inclusion in all member dues (benefiting recreational and competitive members equally):

• Player Insurance	\$1.00/player
• Club Liability Insurance and Directors & Officers Insurance	\$ .75/player
• US Youth Soccer Membership Dues	\$ 1.00/player
• US Soccer Federation Membership Dues	\$1.00/player
• Player Registration	<u>\$ 2.25/player</u>
Total	\$ 6.00/player

Services that may make sense to pay for from dues revenue as they benefit all clubs regardless of whether they are competitive or recreational equally (or in relation to the number of players they have)

• Player Registration Staffing	\$ .60/player
• Background Checks	<u>\$ .50/player</u>
Total	\$ 1.10/player

Notes:

- Player Registration Staffing could be considered part of general administration and included in an indirect administrative allocation.
- Background Checks could also be billed separately to clubs for all adults that receive the service. Price excludes staff time to administer process, research conflicts and process appeals.

Services that could also be justified from dues revenue due to the general responsibility of the Association to have such services in direct support of clubs, and the difficulty of allocating time according to where the staff involved spends their time.

• Coaching Staff (85%Tech Director, Sal and Benefits)	\$1.55/player
• Club Services (administrative support, risk management, growing soccer, TOPSoccer program administration/promotion, dispute resolution, bylaw and policy compliance and support, etc.)	<u>\$1.00/player</u>
Total	\$ 2.55/player

Services that could be justified from dues revenue because they subsidize programs and/or services that generally benefit the sport of soccer.

• Coaching clinics	\$ 1.00/player
• ODP	\$ 1.00/player
• TOPSoccer	TBD

- Foundation TBD
- Marketing TBD
- Referee Development TBD

### **Organizational Structure Recommendation**

**Board:**

Recommend board structure Option 1, above.

**Advisory Committees:** Advisory to staff, with staff taking operational direction from the committees. The Technical Director would attend all three Advisory Committees.

**Recreation:** Designate one of the Recreational Board Members as VP of Recreation and have the VP chair the meetings. The other two Recreational Board Members should also attend. The Director of Recreation and Club Services (new position) would attend as the staff member directly assigned to this committee. (The Director of Recreation and Club Services would also be responsible for club regulation and compliance issues, including Risk Management, Club Administrative direction/guidance, Bylaw assistance/education, Dispute Resolution, Compliance with club rules and association standards, appeals and TOPSoccer)

The committee would help staff w/the following:

- Recreational Rules (Team Formation, sanctioning issues)
- Recreational League Structure (DRL, etc.)
- District Recreational League
- Event Calendar
- Growth of Soccer/Soccer Across America
- Recommend recreational policy to Board

**Competitive:** Designate one of the Competitive Board Members as the VP of Competition and have the VP chair the meetings. The other Competitive Board Member should also attend. The Director of Leagues and Tournaments would attend as the staff member directly assigned to this committee. (The Director of Leagues and Tournaments would also be responsible for Referee Development.)

The committee would help staff w/the following:

- Rules of Competition
- Sanctioning Standards
- Event Calendar
- League Structure/operations
- Recommend competitive policy to Board

**Premier:** The Premier Competitive Board Member would be the VP of Premier Competitions and would chair the meetings. The Director of Leagues and Tournaments would attend as the staff member directly assigned to this committee.

**Technical Director:** In addition to being ex-officio on all of the advisory committees, would be directly responsible for development and implementation of all coaching educational services and ODP.

**Executive Director:** Supervise the Director of Recreation and Club Services, Director of Leagues and Tournaments and the Technical Director, and their program areas. Also supervise and work with the Director of Administrative Services on matters relating to overall association administration, such as marketing and public relations, communication to clubs, Goal Lines, OYSA/OYSF websites, budget development/management, Board Development, Policy Development, Sponsorship Development/compliance, Oregon Youth Soccer Foundation, AP/AR, Financial Reports, Bank Reconciliation and Human Resources.