



**PYSA & Club Members
Best Practices & Guide
2017**

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Club in Good Standing: Requirements to be a PYSA-Affiliated Club

The following **requirements** precede our section on “Best Practices,” as they are not merely recommended, but are requisite to membership in PYSA:

1. Must be an organization with IRS approved tax-exempt status (501(c)(3) Nonprofit /Tax Exempt):

Benefits: One of the primary benefits of being tax-exempt under IRC Section 501(c)(3) is the ability to accept contributions and donations that are tax-deductible to the donor. Additional benefits include, but are not limited to:

- Exemption from federal and/or state corporate income taxes
- Possible exemption from state sales and property taxes (varies by state)
- Ability to apply for grants and other public or private allocations available only to IRS-recognized, 501(c)(3) organizations
- Potentially higher thresholds before incurring federal and/or state unemployment tax liabilities
- The public legitimacy of IRS recognition
- Discounts on US Postal bulk-mail rates and other services.

2. Must have a current filing of State and Federal tax documents

Defined Fiscal Year: Generally, beginning a fiscal year on January 1 and ending on December 31 of each year provides for the easiest way to track annual finances. The Treasurer or designated Board Member should track all finances of the Club. Maintaining your bank account online is the easiest method, and in most cases a record of all transactions can be downloaded at the end of each month for record keeping. It is recommended to bank at a location that does provide online banking, and to download your records to an excel spreadsheet. This can then be turned over to an accountant for tax filing purposes. It is recommended the Club have an outside accountant prepare its annual tax return. This provides for an outside source review the Club’s finances for accuracy and proper filing. As a tax-exempt corporation, Clubs must file taxes each year. The tax return must be made available at the Annual General Meeting (AGM) for any member to review.

3. Must Hold an Annual General Meeting
4. Must have a current filing with Oregon Department of Justice (DOJ)
5. Must have a current filing with Oregon Corporation Division
6. Must provide Board of Directors contact information to PYSA
7. Must be current with all payments to PYSA
8. Field Fees, Insurance, Background Checks.

PYSA Services

PYSA is the governing body of recreational youth soccer in Portland. Originally created by Portland Parks & Recreational Department, it was chartered to be an independent Association to set policy & procedure for all recreational soccer in Portland with its core membership from Portland Public Schools.

PYSA primary responsibilities are:

- Secure athletic fields and provide permits for practice and games
- Provide secondary insurance for all registered members
- Schedule games
- Train referees
- Provide referees
- Provide parent & Coaching Education
- Board of Directors – elected by its membership.

Best Practices: Introduction

PYSA is happy to provide this guide for best practices to assist PYSA member clubs with the daily and yearly organization, operation, and amendments involved in running a youth soccer association in the state of Oregon.

A best practice is a technique or methodology that, through experience and research, has been proven to reliably lead to a desired result.

A best practice can evolve to become better as improvements are discovered. Best practice is considered to describe the process of developing and following a standard way of doing things that multiple organizations can use.

Best practices are used to maintain quality as an alternative to mandatory standards and can be based on self-assessment or benchmarking.

Sometimes, a best practice is not applicable or is inappropriate for a particular organization's needs. A key strategic talent required when applying best practice to organizations is the ability to balance the unique qualities of an organization with the practices that it has in common with others.

1. Best Practices: Club Administration

1.1 Holding Meetings

1.1.1 Holding an Annual General Meeting (AGM)

An AGM is open to all head and assistant coaches. Federal law requires non-profit corporations hold an Annual General Meeting. Minutes of the meeting must be kept by a current Board Member, usually the Secretary or Treasurer.

By-Laws should stipulate when the AGM is held, and notification should be sent to membership prior to the meeting.

1.1.1.1 Agenda: An agenda should be generated involving all members who have information to present to the membership. There should be time set aside for discussion by the members to address any new policies. Make sure to delineate on the agenda the time that will be allotted each subject and keep to the timetable as a courtesy to membership.

Best Practice Agenda Items

New Board Member Election: As a part of standard operations, Board Members should have alternate terms of office, so there is consistency from one year to the next, and an entire Board does not take office in the same year. Example: President & Treasurer would be one year, while Vice President and Registrar could be on alternate years. Every effort should be made not to have a President & Registrar elected in the same year

Club Policy and Procedures Update Plus Current State of the Club: The AGM is also the best time to introduce any new “Club” policies and have discussion and any applicable membership votes. Possible topics are as follows:

- Review of Previous Seasons: number of teams, players, and coaches.
- Community Report: What our club did in our community, schools.
- Review: Any other programs your club may be involved in.

PYSA Policy and Procedures Update: The AGM is also the most opportune time to present and discuss any new policy or procedures that have been established by PYSA that will have an effect on the upcoming season.

Financial Review: The past year’s tax return should be made available for anyone who wants to review the filed tax returns.

1.1.2 Holding a Pre-Season Club Meeting

This meeting is generally held in August, after field permits are issued. This is a great opportunity to:

- Review all new policies and procedures both PYSA and Club. Make sure to always cover any items related to risk management (for example: concussion procedures).
- Orient your coaches to the season ahead: Equipment, Practice Fields, Permits, Game Schedules, Club Expectations.

1.1.2.1 Equipment Distribution: Clubs should provide a minimum of basic equipment for every coach to be able to run a practice at every age bracket. Coaches volunteer their time and should not have to include equipment as part of the cost to be a coach.

1.1.2.1.1 Suggested Equipment List:

- Pugg Goals Appropriate to Age
- Duffel
- Whistle & Lanyard
- Pinnies
- 9" Cones
- Discs
- Soccer Ball (Game Ball—Age Appropriate)
- Ball Pump
- Pump Needles
- First Aid Kit
- Cold Compress
- Net
- Corner Flags
- Bucket (Store Net in and for Standing on to Hang Net)
- Net Stakes
- Velcro Straps
- Goalie Gloves
- Goalie Jerseys

1.1.2.2 Assign Practice Fields and Distribute Permits: Permits are obtained for member clubs by PYSA according to past permits and availability and requests of all stakeholders. Clubs should receive permits and give coaches options appropriate for needs of each age group.

1.1.2.3 Answer Any Questions and Listen to Concerns: Members will have questions. Make sure you give them an agenda item to hear their voices.

NOTE ON MEETINGS: Outside of the Pre-Season Club Meeting and AGM, Board of Director meetings can be as simple as email exchanges among pertinent responders or an in-person meeting required to discuss topics of concern. If the meeting is via email – all involved should retain the email exchanges for reporting history. If meetings are held in person, a record of the meeting should be kept and should be transcribed by the Secretary / Treasurer.

1.2 Creating a Budget

1.2.1 Budget Template¹

Below PYSA has provided a budget template, which fits the best practices standards and is a great resource for keeping your Club financially organized.

1.2.1.1 Instructions

Player & Team Fees:

1. Enter the number of players to be registered with PYSA.
2. Enter the number of coaches to be registered with PYSA.
3. Enter the number of teams for each age group.
4. Enter field permit names & hours.

Last Entry – Current bank balance. As the number of players, coaches, and teams change, update the bank balance to see exactly where the club will be based on projected numbers. Once there is a history created, this can provide a source for planning the next season.

	A	B	C	D	E	F	G	H	I
1	Your Soccer Club						Bank Balance	\$0.00	
2									
3	Player & Team Fees						Any Payments Due		
4		Qty	Fee	Cost			Listing		
5	Recreati	0	\$19.00	\$0.00					
6	Coach's	0	\$12.00	\$0.00			Name Item		
7									
8			Total	\$0.00					
9									
10									
11	Teams	Qty	Fee	Cost					
12	U6	1	\$0.00	\$0.00					
13	U7	1	\$175.00	\$175.00					
14	U8	2	\$175.00	\$350.00					
15	U9	2	\$300.00	\$600.00					
16	U10	2	\$300.00	\$600.00					
17	U11	2	\$350.00	\$700.00					
18	U12	2	\$350.00	\$700.00					
19	U13	2	\$400.00	\$800.00					
20	U14	2	\$400.00	\$800.00					
21									
22		15	Total	\$4,725.00	Paid				
23									
24	Teams & Players		Sub Ttl	\$4,725.00					
25									
26									
27							Balance	\$0.00	
28	Field Fees Projected			\$0.00					
29							Actuals	-\$4,725.00	
30			Ttl Due	\$4,725.00					
31									
32									
33	Field	Dates	Times	Days/Week	Hrs/Week	Total Wks	Total Hrs	Rate per Hr	Total
34	Field 1	Aug. 20-Nov. 2	4pm-7pm	M-F	15	10	0	\$7.25	\$0.00
35	Field 2	Aug. 20-Nov. 2	4pm-7pm	M-F	15	10	0	\$7.25	\$0.00
36	Field 3	Aug. 20-Nov. 2	4pm-7pm	M-F	15	10	0	\$7.25	\$0.00
37	Field 4	Aug. 20-Nov. 2	4pm-6pm	M-TH	8	10	0	\$7.25	\$0.00
38	Field 5	Aug. 20-Nov. 2	4pm-7pm	M-F	15	10	0	\$7.25	\$0.00
39	Field 6	Aug. 20-Nov. 2	4pm-7pm	M-F	15	10	0	\$7.25	\$0.00
40									\$0.00
41									

¹ This Excel file is available on the PYSA website. Additionally, all fields auto calculate.

1.3 Establishing a Board of Directors

PYSA recommends a full Board of Directors and a slew of other volunteer members to carry out the business of soccer in your neighborhood and keep your club thriving:

1.3.1 Full Board of Directors

- President - Voting
- Vice President - Voting
- Registrar - Voting
- Treasurer - Voting
- Program Director – Voting

NOTE: A recommended minimum Board of Directors constitutes a President, Registrar, and Treasurer– All duties to be divided evenly among the 3 members.

1.3.2 Volunteer Members

- Director of Coaching / Head Coach – Non-voting
- Field Coordinator – Non-voting
- Equipment Manager—Non-voting
- Team Coordinator—Non-voting
- Photo Coordinator – Non-voting
- School Liaison – Non Voting
- Webmaster—Non Voting
- Fundraising – Non-voting

1.3.3 Job Descriptions

1.3.3.1 Elected Officers – Terms are expected to be at least two years

Board of Directors

President: The President is the general representative of the Club. The President shall supervise all activities of the club and the work of the officers and the Board. The President is the only officer who must serve on the Board and shall serve as the Chair.

Vice President: The Vice President shall succeed to the powers of the President in the President's absence. The Vice President shall assist the President as necessary. The Vice President shall be the mediator of all grievances brought to the attention of the club.

Registrar: The Registrar shall supervise and assist in all matters pertaining to the registration of players. The Registrar shall maintain a file, including verification of age, on all players who have registered with the club. The Registrar shall be responsible for ensuring that a registered team is in the correct age division and shall submit all final team rosters to the appropriate scheduling league on approved forms.

Treasurer/Secretary: The Treasurer / Secretary shall be responsible for all monies of the Club which shall be deposited in a chartered bank account in the name of the Club. The Treasurer shall prepare an annual budget for the Club and report on the status of the budget at Board meetings.

Program Director: The Program Director oversees both boys and girls programming as well as any other activities the club offer such as camps, street soccer days, 3v3 tournaments, etc.

1.3.3.2 Volunteer – Non-Voting Positions

Director of Coaching / Head Coach: This person shall be available to all Club coaches for assistance and direction. They may set up team or group clinics for all Club-registered players and coaches. This person shall help in coach development. S/he shall keep a running report on all Club coaches in a manner consistent with PYSA requirements. S/he shall possess at least a D License.

Field Coordinator: Inventories all practice fields assigned to Club by PYSA thru PPR. This person is to physically drive to all fields assigned to Club, evaluate their integrity, and provide a digital photo record of the field. A written report assessing the fields is to be filed with Club and PYSA as required by the dates determined by PYSA. Must attend the Annual Field Committee Meeting at PYSA where practice fields for the upcoming season are assigned. This person coordinates the practice locations, days, and times for Club and provides a complete Club practice schedule along with a copy of the field permits to all teams at the Annual Coaches Meeting in August.

Equipment Manager: Coordinates the purchase of all equipment necessary to carry on the seasonal functions of Club. This person shall verify all uniform orders with uniform supply company. This person will determine the quantity of all products purchased in support of team equipment for each age bracket. This person will maintain an inventory list, so purchasing is done in a manner to eliminate waste and excess pricing. This person is responsible for putting together all equipment for distribution at the annual August kick-off meeting.

Team Coordinator: Assists the Registrar by contacting newly formed teams' parents for volunteer head coaches. The registrar will provide to the Team Coordinator a list containing the names, email addresses, and phone numbers of all the players assigned to a team. The Team Coordinator will contact those parents to solicit a volunteer to coach the team. Once a coach has been established, the Team Coordinator will provide the list of parent contacts to the coach, so s/he can recruit an assistant coach and team parent.

Photo Coordinator: Coordinates the one-time photography of individuals and teams on a specific date set by the vendor chosen to take photographs. This person shall contact the vendor, obtain all the necessary information, and provide that information to all Club teams at the Annual Coaches Meeting in August. This person shall be in attendance to help coordinate and provide direction on the day the photographs are taken. This person shall also be responsible for providing distribution of all photos.

School Liaison: Provides information that is pertinent from respective schools to the Club. In addition, will be a conduit from the Club to the school for any soccer activities students (soccer players) should be informed about. This position helps immensely with the branding of the club.

Webmaster: Updates and maintains the Club website. The persons that are allowed to provide data to be posted are the President, Registrar, and Coach Coordinator. The club President must approve any material that is requested to be posted. Any person may submit data that they would like to have posted to the Webmaster, who will then forward that information for approval to the President. Knowledge of HTML markup language is preferred.

NOTE: A website should be used for communicating Club standing and all events relevant to the club. It should be maintained so that current data is posted, and all obsolete data is removed.

Fundraising Coordinator: Coordinates efforts for all fundraising activities for the Club. Maintains, possibly in conjunction with School Liaison(s), relationship with the schools in Club's selected area.

1.4 Creating By-Laws

By-laws are the rules by which your club is governed. This file is available on the PYSA website.

2. Best Practices: Team Formation

2.1 Team Formation

When you submit application for tax-exempt policy, you must provide a team formation policy that shows non-discrimination.

Team Formation Policy is published on the PYSA website as a template that can be used and adopted by any PYSA Club Member. It is in a.docx format, so it can be altered to meet your club's specific needs.

3. Best Practices: Health and Safety

3.1 Health and Safety Recommendations

First Aid: PYSA recommends each club provides a First Aid Kit to every coach and either maintain or replace the kit every year to ensure it is up to date.

Concussion Training: All coaches should be certified via the National Federation of High Schools. <https://nfhslearn.com/courses/38000>

CPR Training: Each Club provides CPR training for each Head Coach.

First Aid Training: PYSA recommends each Club provide first aid training for each Head Coach.

NOTE: PYSA will also provide the opportunity for Clubs' Coaches to register for and attend CPR and First Aid classes.

4. Best Practices: Hazardous Weather

4.1 Hazardous Weather

Best (and only) practice when thunder is heard or lightning is seen at any distance or if hair is standing on end at any time:

1. Suspend the game or practice. (A **referee** should be in charge of this in a game situation, but if for some reason the referee is not taking action, the coaches should agree to take cover and suspend the game, *and* a report should be written to PYSA, which includes pertinent field/referee info.)
2. Leave the field as soon as you can and head for a safe location such a closed-roof car. Do not return to the field until 30 minutes have passed during which no thunder was heard nor lightning seen.

Appendix A: Additional Resources: Ideas and Advice for Adding Value to the Club

Building and growing a club is about identifying and unifying mission and goals, communicating them, and finding players and parents who believe in those. The following information explores ways to develop specific areas that will benefit the club.

1. Club Basics and Culture

The club mission statement defines the purpose of the organization and the desired outcomes that should drive club structure and decision-making process.

Driving Factors of Club Success

Player Development: Quality of training and coaching: What happens on the field?

Staff Development: Ongoing education and teaching methodology: What happens off the field to make the part on the field better?

Club Culture: Reinforcing what matters: What values and standards influence behavior on and off the field?

Operations: Organization and administration.

The “Old School” Coach & Club

- Practices are created in a reactionary fashion.
- Fitness is a separate component of the practices.
- Individual coaches design their team’s training program independently.

The “Modern” Coach & Club

- Practices are based upon a season-long plan.
- Fitness is integrated into every activity.
- Coaching clinics develop training programs for age groups.

Curriculum

- Be realistic to players’ current ability levels.
- Be a guide.
- Be age appropriate.
- Change over time.

Curriculum Implementation

- Coaches understand and buy in to the philosophy and methodology.
- Coaches follow the curriculum in practice design, methodology, and training activity.

Creating Club Culture

Culture is created by the messages sent by the organization and the actions by leaders within the organization.

Club culture is the set of behavioral ideas, beliefs, and ways of acting within a group. Culture within a soccer club can be measured in many ways:

- Style of play: Is there a consistent style of play across the club?
- How much influence do the directors, parents, and coaches have over the various types of decisions?
- Morale: Are players proud to be members of the club?
- Is there an integrated club atmosphere?
- Messaging from Staff: What is encouraged or rewarded?
- Activities: What happens off the field?
- Integration: What do players, teams, coaches, parents, or staff do together?

Measuring Culture

The degree to which your culture is embraced and internalized can be measured in multiple ways.

- Do your coaches use similar terminology?
- Do your players use the same terminology?
- Are your core values communicated consistently?
- Are your core values seen in action?

2. Bringing Added Value to Your Club

- Partner with community businesses: Within your club, you may have several resources that may provide access to local businesses that can support your club.
- Provide coaching education: Within the club or per support from PYSA.
- Find a Director of Coaching / Head Coach: To develop a program with possible options for a sharing with other clubs.
- Develop budget: To allow club to set fees at proper levels and provide all the necessary requirements for the club to function.
- Create a goal-based budget: For forecasting expenses and building history for long-term goals.
- Printed coaching materials / Possible DVD's.
- Create a library that can be used to check out materials.
- Create a full list of useful coaching education links on the Club website.
- Carry on fundraising efforts: Equipment / field renovations / outreach fundraising should be done in a way people feel like they are getting something of value.
- Share ideas with other clubs: See what they do.
- Practice forecasting as part of a budget: Develop of spreadsheet that can be used so all you have to do is plug in registered players, and the calculations are auto generated.

3. What Makes Your Club

Kick & Chase: This is the bread and butter of your beginning success. Develop relationships with the schools you draw from, attend kindergarten round up, and place printed flyers in the community slots in the school. Find ways to work with the school to support them. Maintaining Kick & Chase / U5 and U6 means maintaining the base of the soccer pyramid.

U7 and U8: First year of development and the key to future Club success.

U9: First year of soccer and where the impact of good practices can determine the longevity of players in your Club. Coaching education is vital at this age bracket. It sets the stage for a basis of soccer growth with players on individual as well as team levels.

U10: Second year of soccer, where all activities are just the same as U9, but more important.

U11: First year to compete with “Club” soccer. Players will always transition to that level, but rec. programs lose entire teams because we are not supporting their return. This is where if you have a strong U9 & U10 team base, it will minimize the loss not just to the Club, but, as the teams lose players, instead of quitting soccer, the ones who stay will have a home and a team to play on.

U12: At this point most clubs have lost up to 80 % of the players. Again, by building a best practices program, you can minimize the loss.

U13 and U14: If you can maintain the U12 teams, it is far more likely to transition to U13 and U14. One recommended successful strategy is to merge with area clubs and also blend U13 players with U14 and have them play up a year.

At All Times:

1. Coordinate with your area Clubs. Communicate on a regular basis. Have shared meetings at a local pub.
2. Make sure you build a relationship with the other Registrars. Sharing player data is key to the success not only of your Club but the players who are wanting on any team they can find.
3. Branding your Club: Kids want to be associated with a Club with an image. Like it or not, we are in competition with other sports. Clubs have to work at branding themselves. Work with local businesses and within Club resources (parents) to help find ways to develop customer loyalty to your organization. Make them want to wear the Club brand.

4. Developing a Club Jamboree / Age Bracket Coaches' Meeting

Club Jamborees can be a great source for creating community & culture. They can be a great source for building relationships with Coaches and Club members. Clubs in our area already do this and can provide insight on the best method they have of making this a viable option.

Goal: Build a stronger relationship with Club / Coaches and members.

- Have a main "Registration" table where all team rosters are kept.
- Each member goes to the table and finds out what team they are assigned to, and have areas set aside for new teams, so they can meet their coach and fellow players.
- Provide free food: Hot dogs are the simplest to fix and provide for.
- Coaches: Equipment pick up.
- Pick-up games: Set up a small field for U7 & U8 with Pugg Goals.
- Goals and Nets: Set up a small field for older players / adults to play pick-up games.
- Orientation for new coaches: Have specific times to provide new coaches with expectations and a simple coaching clinic.
- Fan gear: Excellent time to sell fan gear.
- Set up a Team Board: This is where all teams are posted on a large board so all players can see where there are assigned.

Age Bracket Coaches' Meeting: Schedule meeting of all age bracket coaches, so they meet each other and share their emails and/or phone numbers. This way, they have a chance to work together at developing good practices. This information exchange can also serve as a great method of finding a player to sub at the last minute.