



HELENA YOUTH SOCCER ASSOCIATION

Strategic Planning Process, Updated, December 2018

Introduction

The Helena Youth Soccer Association (hereinafter “HYSA”) Board of Directors has committed itself to an ongoing strategic planning and thinking process to seek continuous improvement and expansion of HYSA’s service to the Helena Community and surrounding areas. This process is now in its fifth year of implementation and has become an important, integrated part of how HYSA operates.

Adoption of the initial plan in 2014, the 2016 and 2018 updates and the integrated use of the plan to drive all that HYSA all reflect our strong intent to not only maintain but grow the capacity of HYSA to provide a high quality soccer experience for the Helena community.

As part of the Strategic Plan, HYSA has institutionalized a cohesive Board policy manual that addresses and provides comprehensive information on HYSA’s governing and operating policies, procedures, and practices that provides guidance to managers, coaches, other volunteers, and players and their families. The HYSA Board of Directors continually analyzes existing bylaws, policies, and procedures to ensure a proper balance in governance and operations and a deliberate, clearly stated, and appropriate delegation of authority from the HYSA Board to its staff and advisory committees.

Strategic Planning Framework

The framework used by HYSA for its strategic planning process was adapted from the work of Jim Collins, noted expert and author (Built to Last, Good to Great, Great by Choice, etc.) on organizational excellence.

The HYSA Board uses planning to keep it grounded to our founding principles (as reflected in the Core Purpose and Core Values), to help it pursue long term improvement (through our Envisioned Future) and to help develop mid and short term goals to drive toward our intended excellence.

HYSA's Timeless Core Purpose

The Core Purpose of HYSA is what it has been since our founding - to provide the best soccer education and experience available to youth and their families in Helena and surrounding areas.

The Core Values of HYSA that we have always embraced over the years are:

1. **Fundamentally Focused** - HYSA takes a long-term view of player development, prioritizing early and consistent development of sound fundamentals among players over the short-term gratification of winning and ensuring that HYSA's teams not only compete but also continually improve and "play the beautiful game" while doing so.
2. **Striving for Excellence** - HYSA strives to continually adapt, excel, and improve.
3. **Teamwork, Sportsmanship and Respect** - Teamwork, Sportsmanship and Respect to self and others are principles embedded in everything HYSA does.
4. **Safe, Fair and Fun** - HYSA prioritizes a safe, fair and fun learning experience for all.

HYSA's Envisioned Future for 2030

HYSA has established a Big Audacious Goal toward which we direct all of our efforts. We plan to become the preeminent soccer organization in Montana for youth at all levels and among families of all means, providing a range of opportunities for players, parents, coaches, referees and fans to enjoy soccer. We are already well on our way to achieving that goal and we are determined to make continued progress in our journey of excellence.

We have devoted substantial time to envisioning our positive impact in the Helena Community through our planned efforts and have marked out key indicators of a successful future that we intend to achieve. Our intent is to continually get better and ensure through our efforts that:

1. HYSA is and remains the number 1 choice for recreational soccer in Helena and the surrounding community.
2. That the quality of our competitive programs attracts and inspires players who uniquely benefit through participation in HYSA competitive programs over all other competitive alternatives.
3. HYSA's tournaments are and remain the most successful and respected tournaments in the state.
4. Participation in HYSA programs grows from year to year.
5. All coaches in HYSA's recreation program are well qualified and inspiring mentors to HYSA players, holding appropriate coaching licenses in the U.S. Soccer Coaching License Pathway at all levels, from HYSA's recreational

- program, our youth academy, and for our premier and select Arsenal programs.
6. HYSAs referees are highly qualified and professional, known as the most competent in the state.
 7. The Helena community supports HYSAs, both through participation and through charitable contributions, allowing HYSAs to remove cost as a barrier to participation in the sport of soccer.
 8. HYSAs's Arsenal teams consistently strive and excel in state and regional tournaments.
 9. HYSAs programs are professionally run and successful, earning and maintaining a reputation for high value and providing reliable sources of income from season to season.
 10. HYSAs programs effectively prepare and position Arsenal players who have the ability and desire to play in high school and college to thrive in these environments.
 11. HYSAs attracts players from other towns in the state and beyond to its summer camps and other programs.
 12. HYSAs focuses on fundamentals, excellence, teamwork, and sportsmanship and its families are known as enthusiastic and friendly supporters of these values and of the sport of soccer.

HYSAs's Goals for 2025

HYSAs has embarked on an ambitious long-term journey of excellence through pursuit of our envisioned future for 2030 and we have also contemplated the concrete steps we are going to have to take to make meaningful progress toward achieving this vision. We have chosen five key areas of focus that represent the intersection of what we are passionate about, good at and that will serve the Helena Community and our members well.

Goal Area 1: Personnel Development, Statement of Intended Outcome, 3-5 Years:

Through delivery of high-quality training, tools and other resources, HYSAs's coaches, staff and volunteers are working effectively together to ensure HYSAs's progress toward preeminence among youth soccer associations in Montana.

Strategic Objectives, 3-5 years: HYSAs is committed to:

1. Increase quality training for staff and volunteers.
2. Increase the knowledge and coaching skills of HYSAs staff.
3. Increase the effectiveness of recruitment and retention of highly qualified coaches and mentors.

Strategies, 1-2 years:

1. Improve coaches' capacity to challenge and improve players of all ages and levels.
2. Ensure that all head Arsenal coaches have licenses compliant with MYSA regulations.
3. Ensure that all recreational coaches are provided introductory training aligned with the four pillars (technical, tactical, physical, mental) of U.S. Soccer.
4. Provide ongoing and integrated education opportunities for HYSA staff to improve the club.
5. Develop and implement a plan to recruit players to increase the available pool of high quality referees in the Helena Community.
6. Collaborate with MYSA to increase the available opportunities for US Soccer license clinics in the Helena area.
7. Continue to expand and improve coaching compensation, using merit pay and other incentives.

Goal Area 2: Program Development, Statement of Intended Outcome, 3-5 Years:

HYSA designs, implements, assesses and appropriately adjusts programs to meet the needs of all area youth soccer players and their families.

Strategic Objectives, 3-5 years: HYSA is committed to:

1. Increase participation levels throughout HYSA programs.
2. Expand and consistently improve program offerings.

Strategies, 1-2 years:

1. Develop and implement a system to monitor and measure growth, member satisfaction with and success of existing programs

Goal Area 3: Player Development, Statement of Intended Outcome, 3-5 Years:

HYSA players are technically proficient, well conditioned, possess a sound tactical understanding of the game that is appropriate for their age and program, and are known for their excellence and sportsmanship both on and off the field.

Strategic Objectives, 3-5 years: HYSA is committed to:

1. Increase players' overall understanding of the game.
2. Increase HYSA's focus on fundamentals at all ages.

3. Increase technical and tactical resources for players.
4. Increase player and parent focus on conditioning and injury prevention.

Strategies, 1-2 years:

1. Incorporate and ensure consistent use of the U.S. Soccer youth development manual by HYSA coaches that includes:
 - a. Focus on fundamentals
 - b. Age appropriate progression
 - c. Position-specific training techniques
 - d. Model practice plans
 - e. A process for customizing and tracking assessments for each player

**Goal Area 4: Member and Community Engagement
Statement of Intended Outcome, 3-5 Years:**

HYSA is valued in the Helena community, engaging in partnerships with local businesses and other youth and family-based organizations. HYSA engages, communicates with and earns the loyalty and enthusiasm of the Helena community.

Strategic Objectives, 3-5 years: HYSA is committed to:

1. Increase the number of parent volunteers.
2. Increase HYSA's communications with members.
3. Increase HYSA brand recognition in Helena and the surrounding community.
4. Increase parent knowledge of and trust in HYSA leadership.
5. Increase the dissemination, member knowledge of and transparency of HYSA's governing and operating sources of authority.

Strategies, 1-2 years:

1. Publish/disseminate periodic reports/newsletters.
2. Improve the support, organization and enthusiasm of HYSA volunteers.
3. Develop a plan for regular solicitation and incorporation of feedback of our members into HYSA programs and services.
4. Develop and Implement a Public/Community Relations plan.

Goal Area 5: Charitable Giving and Corporate Sponsorships Statement of Intended Outcome, 3-5 Years:

HYSA's success in raising funds through corporate sponsorships and charitable giving has allowed HYSA to control the costs of participation and significantly expand its support of families in need. HYSA's fundraising has also allowed HYSA to expand its facilities and fields.

Strategic Objectives, 3-5 years: HYSA is committed to:

1. Capital Objectives:
 - a. Expand suitable and adequate indoor space.
 - b. Expand and improve fields and facilities, including completion of the office renovation, adding additional fields, expanding seating for fans., and purchasing equipment
2. Operational Objectives:
 - a. Increase the percentage of corporate sponsorships, grants, donations as a percentage of club-wide income.
 - b. Stabilize the cost of participation through use of charitable donations as a revenue source for operations.
3. Maximize the number of HYSA-hosted tournaments and home games for our teams to help control the cost of participation.

Strategies, 1-2 years:

1. Capital Strategies:
 - a. Obtain cooperative agreements with other groups to increase available indoor space during winter months during the transition to development of indoor space for year round play and practice.
 - b. Initiate a capital fundraising campaign for the development/construction and/or the purchase and renovation of an indoor soccer facility.
2. Operational Strategies:
 - a. Pursue grants and develop supporting structures for fundraising activities.
 - b. Identify and seek sponsorships to help offset program costs.
 - c. Improve fundraising performance.
 - i. Establish a Fundraising Committee to organizing fundraising efforts
 - ii. Consider retention of professional fundraising expertise.