



HELENA YOUTH SOCCER ASSOCIATION

Strategic Plan, December 2016

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, now in its fourth year of implementation, will be ongoing as HYSA moves into the future.

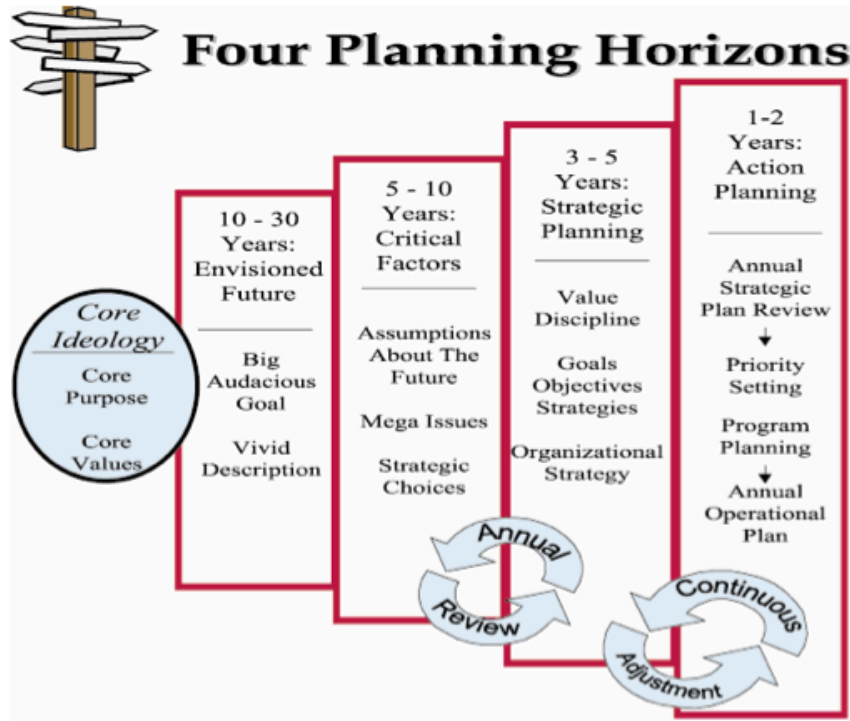
The initial framework for HYSA’s strategic plan as adopted in March 2014 was formed on the basis of significant feedback from our members through a comprehensive survey of players, families, coaches referees and other people interested in HYSA’s future success and growth. The HYSA Board of Directors has since made minor adjustments and updates to the plan to address changing circumstances and ensure contemporary relevance, while also ensuring continuity and preservation of its members’ intent as contained in the original version of the plan.

HYSA’s leadership views the process of strategic planning as an ongoing process that must become fully integrated at all levels within HYSA. This is not a "strategic planning project" that is completed. Adoption of the initial plan in 2014 and the 2016 updates reflect an ongoing commitment to consistently implement, regularly assess and adjust HYSA’s efforts to ensure ongoing alignment with the wants and needs of HYSA members and other stakeholder groups, to not only maintain but grow the support for HYSA among those relying on HYSA’s efforts on behalf of their children.

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 improvement processes. What attracted us to Collins’ framework is that it has been proven through research to work across a variety of public, private and nonprofit fields in generating increased performance and expanded capacity among those groups embracing its tenets.

The HYSA Board focused on four different planning horizons, starting with long term issues first to provide focus, context and meaning for shorter-term efforts.



Core Ideology of HYSA

Core Ideology describes an association's consistent identity that transcends all changes related to its relevant environment. It consists of two elements –

1. **Core Purpose** - the organization's reason for being; and
2. **Core Values** - essential and enduring principles that guide an organization.

The Core Purpose of HYSA is to provide the best soccer education and experience available to youth and their families in Helena and surrounding areas.

The **Core Values** of HYSA 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, embrace measured risk, excel and improve on wherever we are in HYSA's journey of excellence, investing our hearts and minds in the work HYSA does.

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.

Envisioned Future, HYSA 2026

Envisioned Future conveys a concrete yet unrealized vision for HYSA. It consists of a **Big Audacious Goal** - a clear and compelling catalyst that serves as a focal point for effort - and a **Vivid Description** - vibrant and engaging descriptions of what it will be like to achieve the big audacious goal. The HYSA Board has chosen a 10-year time frame for achievement of its Envisioned Future, with an intended date of accomplishment of 2026.

Big Audacious Goal: HYSA's Big Audacious Goal is 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.

Vivid Description of Future Success: Indications of HYSA's success in attaining its Big Audacious Goal Will Include:

1. HYSA is the number 1 choice for recreational soccer in Helena and the surrounding community.
2. The value of HYSA's competitive programs is so clear and compelling that players voluntarily prioritize participation in HYSA competitive programs over other competitive options available in the area (e.g. high school, ODP, Rocky Mountain, etc.)
3. HYSA's tournaments are the most successful and respected tournaments in the state.
4. Participation in HYSA programs has consistently grown from year to year.
5. All coaches in HYSA's recreation program hold at least an F license or equivalent and Arsenal and Academy coaches hold at least a D license or equivalent.
6. HYSA has a large pool of qualified referees that are known as the most competent in the state.
7. HYSA derives a significant portion of its revenues through charitable contributions, which has allowed it to remove cost as a barrier to participation.
8. HYSA's Arsenal teams consistently compete in the state tournament and in regional tournaments.
9. HYSA programs run smoothly and are reliable sources of income from season to season.
10. HYSA 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. HYSA attracts players from other towns in the state and beyond to its summer camps and other programs.
12. HYSA families are known as enthusiastic supporters of and knowledgeable advocates for soccer and HYSA's programs and services
13. HYSA has become acclaimed and recognized for its focus on fundamentals, excellence, teamwork and sportsmanship.
14. The success of HYSA's engagement of Helena youth and their families has drawn youth and their families to the sport of soccer and has led to HYSA's widely-acknowledged reputation as *the* youth sports program of choice in Helena and the surrounding community.
15. Because of HYSA's excellence, participation in HYSA soccer among Helena youth and their families has steadily grown from year to year.

Outcome-Oriented Goals, Objectives, and Strategies

The following thinking represents HYSA's goals for the next 3-5 years. These goals are areas of intended focus with the outcome statements defining HYSA's intended future success over the next 3-5 years as though it were a current reality. These areas of focus have been identified as the areas most likely to help HYSA make proportional progress toward realization of its Envisioned Future over the next 3-5 years.

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

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

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

1. Increase quality training for staff and volunteers.
2. Increase the knowledge and coaching skills of HYSA 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 have at least an F license or equivalent.
4. Provide education opportunities for HYSA staff to improve the club.

5. Develop and implement a plan to increase the number of players refereeing.
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, 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, adequately conditioned, possess a sound tactical understanding of the game that is appropriate for their age and program, and are known for displaying excellent 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 a valued member of the community, engaging in partnerships with local businesses and other youth and family based organizations. HYSA has engaged club members and fostered effective communications including a focus on public relations.

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.
5. Develop a single cohesive board policy and operations 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.
6. Continually analyze existing bylaws, policies and procedures and make/propose changes 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.
Address at a minimum:
 - a. An identification of the hierarchy of authority in organizational documents (e.g. articles of incorporation – bylaws – board policy – operating policy, etc.)

- b. A recommended process for establishing and delegating/defining the charge and scope of authority of committees:
 - i. Governing committees for board functions
 - ii. Standing and ad hoc operating committees for staff/volunteer functions

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, significantly expand its support of families in need, develop suitable and adequate indoor space for play and practice and expand its outdoor fields with seating for fans.

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

1. Secure suitable and adequate indoor space for year-round play and practice of HYSA Arsenal teams.
2. Expand and improve fields and facilities.
3. Increase the percentage of corporate sponsorships/grants/donations as a percentage of club-wide income.

Strategies, 1-2 years:

1. 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.
2. Initiate a capital fundraising campaign for the development/construction and/or the purchase and renovation of an indoor soccer facility.
3. Pursue grants and develop supporting structures for fundraising activities.
4. Identify and seek sponsorships to help offset program costs.