



HELENA YOUTH SOCCER ASSOCIATION

Strategic Planning Process, Updated, March 2023

Introduction

The Helena Youth Soccer Association (HYSA) Board of Directors (Board) 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 ninth year of implementation and has become an important, integrated part of how HYSA operates.

Adoption of the initial plan in 2014, the updates in 2016, 2018, and 2023, and the integrated use of the plan to drive all that HYSA does reflects 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 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

HYSA's Core Purpose is to develop youth through player experiences that instill a lifelong love and enjoyment of soccer.

The Core Values of HYSA are:

1. **Fundamentally Focused** - HYSA emphasizes player development and sound fundamentals to ensure our teams compete and continually improve.
2. **Striving for Excellence** – HYSA strives for excellence by continually adapting and improving.
3. **Teamwork, Sportsmanship, and Respect** – HYSA embraces teamwork, sportsmanship, and respect to self and others.
4. **Safe, Fair, and Fun** – HYSA prioritizes a safe, fair, and fun learning experience for all.

HYSA's Envisioned Future for 2035

To become the preeminent soccer organization in Montana for youth at all levels and among families of all means.

Vivid Descriptions of Success:

1. Youth
 - a. HYSA is and remains the number 1 choice for recreational soccer in Helena and the surrounding community.
 - b. The quality of our competitive programs attracts and inspires players who uniquely benefit through participation in HYSA competitive programs over all other competitive alternatives.
 - c. 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.
 - d. Participation in HYSA programs grows from year to year.
 - e. HYSA's Arsenal teams consistently strive and excel in state and regional tournaments.
 - f. HYSA attracts players from other towns in the state and beyond to its summer camps and other programs.
 - g. HYSA 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.
2. Families
 - a. HYSA assists families in developing a personal development path for their players.

- b. HYSA provides the best value in youth sports.
 - c. HYSA provides a safe environment for the players.
 - d. HYSA provides good coaches who value the importance of player development and HYSA's Core Purpose.
 - e. HYSA programs are professionally run and successful, earning and maintaining a reputation for high value and providing reliable sources of income from season to season.
- 3. Facilities
 - a. HYSA provides superior year-round training facilities.
- 4. Coaches
 - a. All coaches in HYSA are well qualified and inspiring mentors to 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.
- 5. Referees
 - a. HYSA has recruited and developed a pool of highly qualified and professional referees who are known as the most competent in the state.
- 6. For the Community
 - a. HYSA's tournaments are and remain the most successful and respected tournaments in the state.
 - b. The Helena community supports HYSA, both through participation and charitable contributions, allowing HYSA to remove cost as a barrier to participation in the sport of soccer.

HYSA's Goals for 2035

HYSA has embarked on an ambitious long-term journey of excellence through pursuit of our envisioned future for 2035 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: Player Development

HYSA inspires players to progress toward technical and tactical proficiency and superior fitness. Players gain recognition for their excellence, sportsmanship, and passion.

Strategic Objectives, 3-5 years:

1. Increase players' passion for the game through opportunities to play soccer and participate in soccer-related and team-building activities.
2. Increase HYSA's focus on fundamentals at all ages.
3. Increase players' technical and tactical proficiency through resources and individual feedback.
4. Increase focus on player conditioning.

Strategies, 1-2 years:

1. Incorporate and ensure HYSA coaches consistently use the U.S. Soccer youth development manual or other HYSA approved curriculum that includes:
 - a. Focus on fundamentals and fitness development;
 - b. Age-appropriate progression;
 - c. Position-specific training techniques and opportunities; and
 - d. Model practice plans.
2. Develop a process for coaches to assess each player and communicate individual feedback from that assessment to each player.
3. Organize and hold at least two soccer-related activities per year, such as professional or national game watch events, guest speakers, glow soccer, attending high school or college games together as a team, etc.
4. Update the HYSA website to clearly identify the pathway of micro-recreational-Academy-Arsenal-college and develop a communication strategy focusing on the recreational-Academy transition to share with players and families.

Goal Area 2: Program Development

HYSA offers programs to develop the full potential of its players and inspires continued engagement in all aspects of the game.

Strategic Objectives, 3-5 years:

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 and member satisfaction with and success of existing programs.
2. Develop a calendar of events and activities throughout the year.
3. Develop marketing and communications tools.
4. Aggressively promote tournaments in the Helena area.
5. Promote high quality summer soccer camps.

6. Create a Montana Youth Recreational Soccer Tournament or club play days to expose HYSA to additional demographics within Montana and create an additional revenue source for HYSA.
7. Develop indoor program opportunities.

Goal Area 3: Board and Personnel

HYSA recruits, retains, and develops a combination of excellent professional staff, coaches, referees, and volunteers who are united by devotion to HYSA's "player first" Core Purpose.

Strategic Objectives, 3-5 years:

1. Increase quality training for staff by creating processes and procedure documents for each paid and non-paid position at HYSA to ensure seamless transitioning of turnover.
2. Create a timeline and processes and procedure manual for all planned events at HYSA, including:
 - a. Hosted tournaments for recreational and travel;
 - b. Summer camps, tournaments, practices, etc.; and
 - c. Winter camps, tournaments, practices, etc.
3. Increase quality training and coordination for volunteers by creating a volunteer coordinator position.
4. Increase effectiveness of recruitment and retention of highly qualified coaches and mentors through additional stipends and merit pay.
5. Hire and/or compensate professional staff to support the Executive Director, including:
 - a. Registrar;
 - b. Administrative Assistant;
 - c. Director of Coaching;
 - d. Assistant Director of Coaching;
 - e. Academy Director; and
 - f. Recreational (HYSL) Director.
6. Create a succession plan and organizational chart for continued retention and replacement of current and future positions within HYSA.

Strategies, 1-2 years:

1. Increase the engagement and participation from the HYSA Board to show their passion about HYSA's purpose and goals.
2. Develop the Board through established roles, responsibilities, and strategic planning that integrate strategy with governance.
3. Hire a Director of Coaching to implement the HYSA Board's vision of current and future HYSA programs and curriculums for both recreational soccer and competitive (travel) soccer.

4. Create competitive pay, merit, and scholarship scales by researching other area clubs pay structures while developing a revenue source to fund the scales.
5. Create a technology platform and revenue source to fund tablets with HYSA materials and tools for all coaches at HYSA.
6. Create a revenue source for funding licensing compliant with the Montana Youth Soccer Association (MYSA) regulations to encourage and increase appropriate licensing opportunities for players, coaches, referees, professional staff, and volunteers.
7. Train recreational coaches in alignment with the four pillars (technical, tactical, physical, mental) of U.S. Soccer under the supervision of the Director of Coaching.
8. Create increased local opportunities to train, retain, and support referees through reimbursement and commitment agreements.
9. Recruit players/alumni to increase the pool of high-quality referees in the Helena community.
10. Develop a volunteer coordinator position to increase and retain a pool of passionate and committed persons at HYSA's disposal by recruiting:
 - a. Current HYSA families;
 - b. Community members passionate for youth soccer or youth sports;
 - c. Current HYSA players; and
 - d. HYSA alumni.

Goal Area 4: Facilities and Infrastructure

HYSA provides a soccer venue/complex that affords year-round opportunities to our players and the greater community.

Strategic Objectives, 3-5 years:

1. Construct an all-weather field including lights, spectator seating, and security fencing.
2. Construct two additional full-size fields by expanding the playable surface of the existing facility creating the field capacity to host all MYSA level tournaments and additional league games at one site.
3. Improve supporting infrastructure including office renovation, seating for spectators, and improving the parking lot surface.
4. Implement a long-term strategy for indoor training and match play facilities for both futsal and indoor matches.

Strategies, 1-2 years:

1. Develop a facilities master plan providing a road map for future capital improvements.

2. Secure a long-term lease for the facility property that is structured such to allow for additional capital improvements of the property.
3. Develop relationships with consulting firms to support development of the facilities master plan and design of capital improvements.
4. For strategic objectives 1-3, implement the following steps:
 - a. Develop conceptual designs for Board selection;
 - b. Complete final designs; and
 - c. Contract construction.
5. For the indoor training and match play facility:
 - a. Develop options for Board selection;
 - b. Complete design as required; and
 - c. Contract construction or lease/purchase facility.

Goal Area 5: Community Engagement

HYSA engages the community in a collaborative partnership to help us achieve our goals, realize our full potential, and serve our Core Purpose.

Strategic Objectives, 3-5 years:

1. Adopt a fundraising plan to include an endowment, planned giving, sustaining memberships, and grants.
2. Adopt an investment plan.
3. Launch a self-sustaining and supportive alumni group.
4. Create a structured communication plan for community outreach, notification, and involvement in club functions.
5. Collaborate with stakeholders to achieve long term goals, gain community support, and achieve common goals.

Strategies, 1-2 years:

1. Implement short- and long-term strategies for community engagement that prioritizes our facility and program development goals.
2. Engage a fundraising consultant for short- and long-term fundraising.
3. Build contact lists: alumni, membership, donors, sponsors, corporate partners.
4. Utilize technology, social media, and traditional media to grow HYSA's community presence.