

4. AYSO Standard Regional Policies and Protocols

Article One: Introduction and Purpose

Welcome to the heart of the American Youth Soccer Organization – its Region.

The AYSO Region is where “the beautiful game of soccer” meets the children of our cities, townships and counties and in the process educates and develops our Nation’s young people through AYSO’s six philosophies of Everyone Plays®, Balanced Teams, Open Registration, Positive Coaching, Good Sportsmanship and Player Development. (See AYSO National Bylaws, Section 1.01 and Article Two of these Standard Regional Policies and Protocols.)

These Standard Regional Policies & Protocols¹ (P&Ps) have been established as a Governing Document by the National Board of Directors (NBOD) pursuant to the authority granted in Article One, Section 1.03(a)(6) and (11) of the AYSO National Bylaws and in support of AYSO's other Governing Documents (Articles of Incorporation, National Bylaws, National Policy Statements and National Rules & Regulations).² They are designed to inform the Regional Leadership (Regional Commissioner and Regional Board Members) about how an AYSO Region must be administered, and to assure a successful and rewarding experience by our AYSO volunteers, players and families.

Pursuant to Bylaw 1.04(l) and NPS 6.1, the Region has the responsibility to operate in accordance with these P&Ps unless the Region has obtained permission from the NBOD or its delegate to vary from these requirements, through the addendum process set forth in Article Ten of these P&Ps. Any such variation must also comply with any Rules & Regulations appropriately adopted by the Region's Area Director and/or Section Director, pursuant to Bylaw 8.03. To the extent that there may be any contradiction or conflict between these P&Ps, including any approved Addendum thereto and other AYSO Governing Documents, the other AYSO Governing Documents will prevail.³

While these P&Ps are intended to advise AYSO's local leaders about what is required to operate a Region, suggested "Best Practices" about how to operate a successful Region can be found within the AYSO Reference Book Chapter 8.

Finally, know that you are not alone; Your NBOD, Section and Area Directors and the AYSO Office Staff stand ready to support you and all who you serve. So, if you have questions, just ask!

¹ These Standard Regional Policies & Protocols are abbreviated and referred to as the P&Ps.

² References to some of AYSO's Governing Documents have been abbreviated for ease of use, as follows; AYSO National Bylaws = Bylaws; AYSO National Rules & Regulations = R&Rs; and AYSO National Policy Statements = NPS.

³ All of AYSO's Governing Documents, including these P&Ps, are available on-line at www.ayso.org.

Article Two: Mission

The AYSO Mission is to develop and deliver quality youth soccer programs which promote a fun, family environment based on the AYSO philosophies:

Everyone Plays® - Our goal is for kids to play soccer—so we mandate that every player on every team must play at least half of every game.

Balanced Teams - Each year we form new teams as evenly balanced as possible—because it is fair and more fun when teams of equal ability play.

Open Registration - Our program is open to all children who want to register and play soccer. Interest and enthusiasm are the only criteria for playing.

Positive Coaching - Encouragement of player effort provides for greater enjoyment by the players and ultimately leads to better-skilled and better-motivated players.

Good Sportsmanship - We strive to create a safe, fair, fun and positive environment based on mutual respect, rather than a win-at-all-costs attitude, and our program is designed to instill good sportsmanship in every facet of AYSO.

Player Development - We believe that all players should be able to develop their soccer skills and knowledge to the best of their abilities, both individually and as members of a team, in order to maximize their enjoyment of the game.

(See Bylaw 1.01 and Reference Book, Chapter 6, AYSO Fundamentals.)

Article Three: Corporate Governance

AYSO is a single California corporation. Each Region is a part of that corporate entity and, as such, the assets and liabilities of the Region belong to the Corporation. Similarly, it is possible for the conduct of a Regional Board Member to impose legal obligations upon AYSO. Consequently, all material contracts in excess of one year duration, including proposed leases of fields or property must be reviewed and approved by the NBOD or its delegate and prior to their execution.

Since we are one corporation, no AYSO volunteer may file a lawsuit in the name of AYSO without the prior written approval of the AYSO Office and any claim/lawsuit against an AYSO Region or Executive or Participating Member must be immediately reported to the AYSO Office. Finally, AYSO takes great pride in its brand identity and in the trademarks, logos and other items of Intellectual Property it has developed over the years. (See NPS 1.1 for the requirements and proper use of trade name, trademark and logos.)

(See Bylaws 1.03, 1.04(p), and 9.02; NPS 1.1, 1.3, 3.5, 3.6, 3.11, 4.5, 5.3; and the Reference Book, Chapter 8.)

Article Four: Duties and Responsibilities of the Region

The obligations required of every AYSO Region are set out in AYSO's Governing Documents. The most significant of those are:

- A. To operate and offer quality youth soccer programs, which promote a safe, fair, fun and positive environment that complies in spirit and letter with the Bylaws, NPS, R&Rs, and Philosophies of the Organization. (See Reference Book, Chapter 7, AYSO Fundamentals.)

- B. To elect or appoint, at a minimum, a Regional Commissioner, Treasurer, and a third board member to assist with Regional operations. At the discretion of the Region, when volunteers are available, elect or appoint a Coach Administrator, Referee Administrator, Safety Director, Child & Volunteer Protection Advocate (CVPA) and Registrar. (At least one board member must be trained, designated as, and responsible for the CVPA position; the responsibilities of the remaining unfilled positions should be assumed by the three required members). (See Bylaw 1.04 (n), Article Six, Paragraphs E and F.)
- C. To register all players, coaches, referees, administrators and other volunteers prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration procedures of the Organization.

Please note that the failure of a Region to properly register a player or volunteer on a timely basis presents significant risk management and insurance issues that could result in severe sanctions, including but not limited to, revocation of the Region's charter, removal of the RC, and/or holding the Region responsible for payments under the Soccer Accident Insurance program.

(See Bylaws 1.04(c) and 1.04(t) and NPS 3.7 for a discussion of the registration and application requirements and procedures for the registration of volunteers and players.)

- D. To comply with the Volunteer Protection Act of 1997 by ensuring that all volunteers: are trained and certified; are given a position description, preferably in writing; and know and perform their duties consistent with AYSO's Governing Documents. (See Reference Book, Chapter 9, Safe Haven, for a discussion of the Federal Volunteer Protection Act of 1997 and the requirements for a volunteer to obtain the legal protections it affords, and Chapter 15, for a listing of approved AYSO Position Descriptions.)
- E. To assign players and coaches to assure proper balance of teams within each age division within the Region or within a reasonable geographical part thereof; (See Bylaw 1.04(d).)
- F. To ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, but not limited to, the timely payment of all National Player Registration Fees in accordance with the registration requirements and procedures of the Organization. (See Article Eight, Financial Banking and Related Matters, of these P&Ps, AYSO's Financial Policy, Reference Book, Chapter 6);
- G. To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures; (See Bylaw 1.04(o) and www.AYSO.org, Volunteers/Insurance.)
- H. To educate and inform its members that AYSO, its employees and volunteers, is a mandated reporter and asks that any adult who knows or suspects child abuse or neglect, file a good faith report. (See NPS Article Nine, Reference Book, Chapter 9, Safe Haven). Please contact Risk Management, at the AYSO Office with any questions).
- I. To contact the AYSO Office if it believes that events in their community, even those not related to AYSO or youth sports, may create heightened sensitivity with respect to AYSO, its programs or its reputation; and
- J. To comply with the requirements set out with NPS 2.5 and all directions provided by the AYSO Office whenever a Region is considering paying for services to be rendered. (See Paying for Services on the AYSO website at www.ayso.org and also Article Six, Paragraph G of these P&Ps.)

(See Bylaw 1.04.)

Article Five: Membership in the Region

A. There are three categories of members in AYSO: Executive Members, Participating Members and Honorary Members:

- **EXECUTIVE MEMBERS:** Every RC of a Chartered Region is an Executive Member. While RCs of Pilot Regions generally have most of the rights and responsibilities of their peers in Chartered Regions, they are not Executive Members and, therefore, do not have the right to vote, including at the National Annual General Meeting or in connection with the nomination of an Area Director. (See Bylaws 1.05, 1.06, and 7.02.)
- **PARTICIPATING MEMBERS:** All properly registered and accepted players and volunteers (except for RCs) within the Region are Participating Members.
- **HONORARY MEMBERS:** An Honorary Member is someone who has rendered outstanding or extraordinary service to the Organization, as recognized by the NBOD.

(See Bylaws 3.03, 3.04 and 3.02, respectively and AYSO Hall Of Fame Nominations on the AYSO website, www.AYSO.org, for nominating procedures for National recognition and for establishing local "halls of fame".)

B. The names, addresses and telephone numbers of all members of the Region, as well as the information contained in any Executive Member directory or any AYSO database are private and confidential. Such information and mailing lists or access to any AYSO database may not be disclosed or distributed to anyone, including any vendor or sponsor, without the prior written approval of the National Executive Director. (See NPS 1.2.)

Article Six: Management of the Region

The management of an AYSO Region requires conduct consistent with AYSO's Governing Documents and discretionary decisions that a Region believes are necessary to operate a successful AYSO program in that Region's unique environment. In AYSO's Governing Documents, words such as "required", "shall" and "shall not" describe mandatory acts. Words such as "may", "could", and "might" refer to decisions or acts considered to be discretionary. (For a discussion of recommended/discretionary "Best Practices" in the management of a Region, please see the Reference Book, Chapter 8.)

The following is a list of some of the more significant Regional Board management obligations.

A. Regional Commissioner and Regional Board Member Composition

1. Upon creation of the Region by the NBOD, the RC shall appoint the initial Regional Board to serve until the first scheduled Regional Board meeting, at which time nominations for board positions will take place, subject to appointment by the RC.
2. The Regional Board shall, at a minimum, consist of the RC, the Regional Treasurer, and a third Board Member, one of whom will serve as the designated, trained and certified Child and Volunteer Protection Advocate. When volunteers become available, appoint a Regional Risk Manager/Safety Director, Regional Coach Administrator, Regional Referee Administrator, Regional Registrar and Regional Child and Volunteer Protection Advocate, all of whom are voting members. With the approval of the Regional Board, a person may serve in more than one position with the exception of the RC who cannot also serve as Regional Treasurer. In any case, where a Regional Board Member serves in more than one voting position, there is only one vote per person, not one vote per position. (See Bylaw 1.04 (n).)

3. The RC, in consultation with the Regional Board, may create such other voting or non-voting Board Members or other staff positions, as deemed desirable. Unless specifically noted to be a non-voting Board Member, as required pursuant to the Addendum procedures set out within Article Ten of these P&Ps, all Regional Board Members will be deemed to be voting Board Members. The duties and responsibilities of these other positions shall be approved by the RC.
4. All members of the Regional Board understand that they owe a duty of loyalty to AYSO and by accepting appointment to the Regional Board agree to be bound by AYSO's Governing Documents.
5. All voting Regional Board Members must have reached the age of majority (adults), as defined by the State in which they reside, whereas youth volunteers may serve as non-voting Regional Board Members. (See NPS 2.15.)
6. Regional Board Members serve a one year term, or until the next annual meeting of the Regional Board.
7. Any Regional Board Member, other than the RC, may be suspended, limited in activities or removed, in accordance with the Dispute Resolution procedures approved by the NBOD. (See Article Nine of these P&Ps, Dispute Resolution and Due Process for non-executive members.)

B. Duties and Responsibilities of Mandatory Regional Board Positions

A brief overview of the duties and responsibilities of the seven mandatory Regional Board positions follows:

1. Regional Commissioner ("RC")

- a) The RC, with the support and assistance of the Regional Board, shall have the responsibility and authority to conduct the day-to-day business affairs of the Region; guide the development of its future; and assure its compliance with AYSO's Governing Documents. (See Bylaw 7.03.)
- b) The RC's initial term of service shall be as appointed by the NBOD and the RC may serve multiple terms so long as they are nominated by the Regional Board and approved by the Area Director and/or Section Director and appointed by the NBOD. It is the responsibility of the RC to ensure that their term of appointment does not expire. If the term does expire, all system/data access rights previously granted to the RC will be revoked and the RC will no longer have the rights and privileges of an Executive Member including, but not limited to, the right to vote at an NAGM or in connection with the nomination of an Area Director. These limitations will remain in place until such time as the RC's application for reappointment, if any, is approved by the NBOD. (See Bylaw 7.05 and NPS 4.6; see also Policy for Access Rights.
- c) The RC, in concert with the Regional Treasurer, shall insure that all fees collected, and monies disbursed, are done so in a fiscally responsible manner as described in Bylaw 1.04(m). (See Reference Book, Chapter 15, RC Job Description.)
- d) The RC, or delegated Member of the Regional Board, shall preside at all Regional Board meetings. (See Reference Book, Chapter 15, RC Job Description)
- e) The RC shall maintain close liaison with the Area and Section Directors. (See Bylaw 7.03.)
- f) The RC shall act in all ways to avoid even the appearance of a conflict of interest. (See NPS, Article Five "Standards of Conduct and Conflict of Interest".)
- g) The RC may be suspended by the Area Director or the Section Director and suspended or removed by the NBOD in accordance with the Bylaws. (See Bylaw 7.03.)

2. Regional Treasurer

The AYSO volunteer position of Regional Treasurer shall have custody of all funds and securities, evidence of indebtedness and other valuable documents, and shall deposit funds and securities in the name and to the credit of the Region in a bank or depository. The Treasurer shall comply with AYSO's Governing Documents, including but not be limited to the following obligations: the preparation and maintenance of the Region's financial statements and their dissemination to the Region's participants and the AYSO Office, the timely payment of all National Player Registration Fees, the full participation of the Region in the National Accounting Program, including Accounting Systems of record, the AYSO Policy on the Reimbursement of Expenses Incurred by the Region's Members, proper bank account maintenance and AYSO's Player Refund Policy. (See Bylaws 1.04(l) and (m); NPS 3.1, 3.2, 3.9 and 3.10; and the AYSO Financial Policy, Reference Book, Chapter 6).

3. Regional Risk Manager/Safety Director

The AYSO volunteer position of Regional Risk Manager/Safety Director shall be responsible for the overall aspects of the Region's safety plan including the safe condition of the Region's equipment, goals and fields and for ensuring that the Region's players, volunteers and parents are aware of AYSO's Soccer Accident Insurance (SAI), and AYSO's Incident Report Procedures. This position, together with the RC, is also responsible for implementing and monitoring AYSO's Severe Weather and Concussion Awareness Policies. (See Bylaws 1.04(e), (f), and (o), as well as NPS 2.10, 2.13, and 2.14.)

4. Regional Coach Administrator ("RCA")

The AYSO volunteer position of RCA is responsible for implementing, monitoring and maintaining the AYSO National Coaching Program at all age levels within the Region, including program delivery, volunteer training and certification (AYSO's Safe Haven, U.S. SafeSport and state required health and safety trainings), as well as staff development, communication and coordination. (See Bylaw 1.04(q) and the Reference Book Chapter 7, AYSO Fundamentals (Programs), and Chapters 9, 10, National Coaching Program.)

5. Regional Referee Administrator ("RRA")

The AYSO volunteer position of RRA is responsible for implementing, monitoring and maintaining the AYSO National Referee Program at all age levels within the Region, including the program delivery, volunteer training and certification (including AYSO's Safe Haven, U.S. SafeSport and state required health and safety trainings)), as well as staff development, communication and coordination. (See Bylaw 1.04(q) and the Reference Book Chapter 7, AYSO Fundamentals (Programs), and Chapter 11, National Referee Program.)

6. Regional Registrar

The AYSO volunteer position of Regional Registrar is responsible for the planning and implementation of the annual registration of all players. The Regional Registrar shall comply with AYSO's Governing Documents, including but not limited to: the registration of all players prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration and application requirements and procedures of the Organization. (See Bylaw 1.04(c).)

7. Regional Child & Volunteer Protection Advocate ("CVPA")

The AYSO volunteer position of Regional CVPA is responsible for overseeing the Safe Haven Program within the Region. This includes working with the RC, RCA and RRA to ensure Safe Haven training and certification of all coaches, referees and other volunteers in the Region. The CVPA is also responsible for the screening and registration of all regional volunteers prior to the commencement of the season and, as applicable throughout the season, in accordance with the registration and application requirements and procedures of the Organization. Finally, the CVPA, together with the RC, is also responsible for the implementation and monitoring of AYSO's Code of Conduct Policy against Harassment, Abuse, or Violence. (See Bylaw 1.04(c), NPS 2.12, 3.7, and Article Nine, together with Reference Book, Chapter 9, and AYSO Safe Haven.)

C. Meetings

As established within Bylaw 1.04(k), and consistent with the principles of established corporate governance, every Region shall hold an annual and thereafter periodic meetings of the Regional Board, conducting these meetings in an open and transparent fashion, excepting for any necessary executive sessions, and maintaining minutes thereof, which minutes are to be reasonably made available to the Regional Board, the Region's Participating Members, and the AYSO Office.

For a listing of recommended "Best Practices" in the administration of the Region's Board meetings, the limitations of when executive sessions are permissible, the requirements of a quorum and the general responsibilities of Regional Board Members, see the Reference Book, Chapter 8.

D. Voting and Veto Powers

Unless otherwise specifically provided by these P&Ps, decisions of the Regional Board must be made by a majority decision of the voting Regional Board Members deciding on any such matter; provided, however, that the RC may veto any such decision if (a) the effect of such decision would be to violate any of AYSO's Governing Documents or applicable law or (b) in the RC's discretion, as guided by fiduciary obligations, would not be in the best interests of the Region or the Organization.

E. Regional Commissioner Initial Appointment/Reappointment/Replacement

1. When a new Pilot Region is formed, the NBOD appoints the initial RC based upon information provided by the applicable Area and Section Directors and the AYSO Office. (See Bylaw 1.05.)
2. Once the Initial RC is appointed, a Regional nominating committee shall be established by (i) the RC, in consultation with the Regional Board, at least three months, and preferably six months, before the expiration of the RC's term or the end of an RC's term due to planned resignation, or (ii) the Regional Board, whenever there is a vacancy in the RC position due to the RC's death, unexpected resignation or removal.
 - a) The nominating committee will be comprised of a reasonable number of both Regional Board Members and Regional Participating Members who are not players or Members of the Regional Board.
 - b) The nominating committee shall submit its list of one or more names of individuals who they have determined to be qualified as candidates for the position of RC to the Regional Board. The voting members of the Regional Board shall, by a majority vote, nominate an RC and forward such nomination to the Area and Section Director, whose territory includes the Region. If both the Area Director and Section Director approve of the nomination of the person as Regional Commissioner, then the nomination will be forwarded to the National Board of Directors for election. (See Bylaw 7.03)
 - c) In the absence of a nomination by the Regional Board, it is the responsibility and authority of the Region's Area Director to work with the Region to ensure that an RC is nominated.
 - d) The NBOD has full discretion whether or not to appoint a nominee or to appoint a nominee for a term of three years or for a shorter period as it deems appropriate, after taking into account any input provided by the Area Director and/or Section Director.
 - e) In the event of a vacancy in the position of RC, the Region's Area Director or other NBOD designee will step in and become the acting RC and work with the Regional Board to continue the operations of the Region until such time as a nominee for RC has been appointed by the NBOD. If there is no appointed RC, then the Region will not be represented at any vote for an Area Director or have a

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vote at an NAGM. (See Executive Member Selection Protocol under Best Practices in the Reference Book.)

F. Regional Board Member Selection and Appointment

1. At least one month prior to the annual meeting of the Region, or from time to time as may be needed, the RC shall appoint a nominating committee of not less than three individuals, consisting of Regional Board Members, one of whom shall serve as the Chair of the committee, and a reasonable number of Participating Members, who are not Members of the Regional Board.
2. The nominating committee shall publicize to the Participating Members of the Region the Regional Board positions to be voted upon, recruit candidates and accept the names of interested candidates for consideration.
3. Regional Board Members need not be parents of players in the Region.
4. At the annual meeting or from time to time as may be needed, the nominating committee shall present to the outgoing Regional Board a list of qualified candidates. By majority vote of the outgoing Regional Board Members present and voting, the final list of recommended nominees shall be presented to the RC for approval and appointment.
5. The RC may choose not to appoint a nominee to a Regional Board position, even though recommended, if the RC deems there is sufficient reason not to make the appointment. In such case, the RC shall ask the nominating committee to recommend additional candidates for approval and appointment. This inclusive and democratic process should be followed any time there are Regional Board positions to be filled, with the only exception being the appointment of the inaugural Regional Board.
6. An emergency or unplanned vacancy on the Regional Board before the expiration of the term, except that of RC, may be filled by a replacement candidate nominated by a majority vote of the voting Regional Board Members and approved and appointed by the RC. The person filling such vacancy shall serve until the next annual meeting.

G. Voluntary Service and Conflict of Interest

1. No Regional Board Member shall receive monetary or other compensation for their services to the Region related to their volunteer position. Nothing in this paragraph prohibits any Regional Board or staff member, or Regional participant, from being reimbursed for appropriate out-of-pocket expenses incurred on behalf of the Region and in accordance with the expense reimbursement procedures set forth within Reference Book, Chapter 6, AYSO's Financial Policy, Chapter 8, Regional Operations, Financial Matters and NPS 3.1.
2. Consistent with NPS 5, no Regional Board Member may use their position to benefit themselves directly or indirectly in any way, such as a supplier of equipment, materials or services to the Region except as permitted by NPS 2.5 and Article Four, Paragraph J of these P&Ps (Paying Volunteers) and the procedures established within NPS 5.3 (Conflict of Interest Policy).
3. The Region may not reduce or eliminate a player fee based upon volunteer work done by a participant's parents or guardians. Should a Region decide to incur the cost of the volunteer membership fee for its participating volunteers, an exception shall be made to allow a reduction of a player fee associated with the volunteer for an amount not exceeding the cost of the volunteer membership program. This rule does not impact the Region's ability to set early registration discounts available to all participants, to create volunteer recognition programs, to provide scholarship programs and provide other programs available in the Region's program. No fee distinction shall be made based upon parental or player participation in Regional fundraising activities.

4. The Region may not condition the registration of a player based upon any requirement of volunteer participation by a parent or guardian.

(See NPS 5.)

Article Seven: Program Vision and Administration

A. Representative Visionary Requirements

The AYSO Mission of "Developing and delivering quality youth soccer programs which promote a fun, family environment" is best accomplished by assuring quality educational programs, implementing well-structured administrative systems, having an integral volunteer network focusing on AYSO's development; and guaranteeing a strong financial position. The following is a partial listing of acts necessary to best achieve these goals:

1. Regions must implement the Safe Haven, Coaching, Referee, and Management Programs, with a focus on providing volunteer training opportunities throughout the year. (See Bylaws 1.04(h) and (q).)
2. Regions must, at a minimum, implement AYSO's Standard Primary Program on an annual basis and, to the best of their ability, participate year-round in the other various National Programs available and indicate which programs are available within their Policies and Protocols which may include but not limited to: EPIC, EXTRA™, Kids Zone™, a (U5), U-16/U-19, Soccerfest, Tournaments, and NAASA - AYSO Adult, together with attending leadership events such as RC Training, Nationally-supported Section events (Section Conferences/Meetings, AYSO EXPOS, etc.) and the National Annual General Meeting (NAGM). (See Bylaw 1.04(q) and (s).)
3. Player and volunteer recruitment, development and retention must be a focus of the Region. (See Bylaw 1.04(h) and (r).)
4. To assure that the Region enjoys a vibrant future, the RC and Regional Board are expected to develop reasonable fundraising and sponsorship opportunities. (See Bylaw 1.04(m).)
5. The creation of both a short-term and long-range Strategic Plan for the future development of the Region is critically necessary and, once created, must be periodically reviewed and updated with the Area Director providing approval. (See Bylaw 1.04(r).)

(See Reference Book, Chapter 7, AYSO Fundamentals, Mission Statement Comments.)

B. Operational Expectations

A number of concrete steps is required to meet the previously stated visionary goals. The following is a partial list of many most often achieved by successful Regions:

1. The Regional Board shall establish and communicate annually the registration fee for each player, as well as have a documented refund policy. (See Bylaw 3.06 and NPS 3.10.)
2. Teams must be formed as established in Articles II and III of the R&Rs, assuring a proper balance of teams within each age division within the Region or within a reasonable part thereof. (See Bylaw 1.04(d).)
3. The only team member(s) head coaches may specify to be on their team is their own child or children. Otherwise, there shall be no automatic retention of players on any specific team or with any specific coach from the previous season. (See R&Rs Article II, Paragraph G and Bylaw 1.04(d).)

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4. Every player on every team must play at least one-half of every game; (See R&Rs Article I, Paragraph C.1.)⁴
5. Regions shall provide all necessary equipment (including goals, nets and corner flags) and, for all players, provide matching team uniforms, consisting of jerseys (with an approved AYSO Logo), shorts and socks. (See Bylaw 1.04(f) and R&Rs, Article VI, Paragraph A.) Any variances shall be outlined as an addendum to the Region's Standard Policies and Protocols.
6. The highest standards of conduct and good sportsmanship, consistent with the AYSO philosophies, must be maintained at all times by players, volunteers and spectators. (See NPS 2.12 (AYSO's Code of Conduct Policy against Harassment, Abuse, or Violence).)
7. Offensive, insulting or abusive language, the consumption of alcoholic beverages, smoking or simulating smoking, or the use of tobacco products, at Regional-sponsored events whenever children are present, is forbidden. (See, in part, R&Rs Article I, Paragraph E.1 (d) and (e).)

C. Best Practices and "How-Tos"

To assist the Region in meeting its responsibilities and in achieving the greatest successes possible, proven "Best Practices" and "How-Tos" can be found in the AYSO Reference Book, Chapter 8, the AYSO Wiki, and AYSO's Online Training Library.

Article Eight: Financial Banking and Related Matters

Consistent with the obligations established within Bylaw 1.04(l) and (m), every AYSO RC and Regional Board Member agree as a condition of the assumption of their Regional Board membership to comply with and assure proper oversight of the following financial obligations:

- A. All Regions must comply with AYSO's Financial Policies and Accounting Systems of the Organization, unless otherwise authorized by the AYSO Office.
- B. An annual budget must be adopted that provides the basis for setting player registration fees and made available to the participants of the Region and to the Area Director and/or the Section Director no later than June 1st, which is 30 days prior to the end of the Organization's fiscal year; (See Reference Book, Chapter 8, the AYSO Wiki and AYSO's Online Training Library.)
- C. Ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, the timely payment of all national player registration fees prior to the commencement of the season and, as applicable throughout the season, in accordance with the registration requirements and procedures of the Organization.
- D. Any suspected financial irregularity/fraud or misuse of funds must be immediately reported to the Area Director, Section Director, and Finance Department of the AYSO Office.
- E. Regional financial records must be maintained for seven (7) years.
- F. The AYSO Office will provide authorized individuals an AYSO issued corporate credit card; The National Executive Director or AYSO Office Director of Finance and Accounting may approve credit cards to be issued

⁴ Through the Addendum process described in Article 10, Regions will have the opportunity to select the so-called "three-quarter rule" for their Regions, whereby no player will play an entire game unless all other players on the team will play at least "three quarters" of the game. This option is frequently used in Regions throughout AYSO.

in AYSO's name to be used by Board members, staff members and executive members, consistent with the AYSO Financial Policy, Reference Book, Chapter 6.

- G. All checking/savings accounts must have a minimum of three (3) signatories (the RC, Treasurer and Area Director, when reasonable), and any other Regional Board Member; and none can be members of the same family or household.
- H. All checks must be signed by two (2) account signatories, one of whom should be the RC or Treasurer. At no time can a signatory sign for or authorize a check made payable to the signatory.
- I. Pre-signed checks and blank checks cannot be used.
- J. Only one (1) checking account and two (2) savings accounts/CDs are permitted, unless previously authorized for Tournaments and/or Cultural Events.
- K. Payments to independent contractors (vendors) must be reported to the AYSO Office for the potential issuance of 1099 forms.
- L. Fundraising in various states may trigger the obligation to pay sales or other various taxes. Whenever fundraising is considered, the AYSO Office must be contacted to determine if a tax applies.
- M. Tournaments must be self-sustaining as Regional funds cannot be used. Similarly, Regional funds cannot be used to subsidize traveling AYSO teams, but can be used to cover many Regional operating expenses for hosting Cultural Exchanges.
- N. Please consult the AYSO Wiki for "How-Tos" and "Best Practices" for the following: cash handling protocols, submission of monthly financial reports, coding of income and expenses, audits of Region finances, reconciliation of registered players to player registration fees received, refund policies, requirements of Auditors, volunteer reimbursement, attendance at Nationally-supported Section events and the NAGM, land ownership and leaseholds, AYSO Supply Center purchases and other similar subjects.

(See Bylaw 1.04(l) and (m), together with the AYSO's Financial Policy, Reference Book, Chapter 6 and the Treasurer's Position Description contained in the Reference Book, Chapter 15.)

Article Nine: Dispute Resolution and Due Process

The successful resolution of disputes involving the day-to-day activities of AYSO volunteers is one of the most important goals in achieving a harmonious and healthy Region. As such, guiding principles such as "compromise," "suspension or removal as the last resort," the "recognition of valuable service" and "finding a fair and just resolution" are the cornerstones of AYSO's approach in dealing with such situations.

While the concepts of Dispute Resolution and Due Process apply to both Executive Members (RCs) and Participating Members, there are differences between the procedures and protocols. As a result, the following discussion only applies to the Region's Participating Members. (See Article five of the P&P's for the definitions of Executive and Participating Members.)

When a Participating Member's conduct, or that of a parent or guardian, even if not a Participating Member, has risen to the potential need of "limiting, suspending or removing/terminating" that person's participation in AYSO, the Region must follow the Due Process protocols adopted by the AYSO NBOD, as authorized within National Bylaw 3.07(d). While these procedures and protocols are set out in their entirety in the Reference Book, Chapter 8, Due Process, the following are several of the more significant provisions:

- A. When disciplinary action is found to be necessary, only the minimum action necessary should be taken. In that spirit, when possible, the Member should be allowed to resign, and disputes should not be publicized to respect their individual privacy.
- B. Regions must avoid punishing a player for the conduct of the parents, except when there is no other solution.
- C. There are required means by which Notice of the contemplated action must be given.
- D. The RC is ultimately responsible for determining which of several alternative Due Process procedures will be used.
- E. If the gravity of a person's conduct presents an imminent danger to any participant or to the program, the RC may immediately suspend the person(s) involved.
- F. The RC has the ultimate authority to remove a Participating Member, a parent or guardian, as well as those not entitled to Due Process, such as other family members and spectators, from further involvement in the program.
- G. A precise Due Process procedure has been established for holding a "Disciplinary Review Panel."
- H. A onetime Appeal Process has also been established to verify that the original determination was not arbitrary or capricious, that the original procedure was fair, and that the established procedures for Due Process were followed.

If questions arise, please do not hesitate to contact your Area Director, your Section Director and the AYSO Office.

Article Ten: Regional Amendments to Standard Regional Policies and Protocols

A. Adoption of AYSO Standard Regional Policies & Protocols

These AYSO Standard Policies & Protocols (P&Ps) shall be deemed adopted by the Region, unless and until amended as set forth below. (See NPS, Article Six.)

B. Amendment to the AYSO Standard Regional Policies & Procedures

Should a Region desire to amend these P&Ps, it may only be accomplished with the following steps:

1. A two-thirds (2/3) vote of the Regional Board Members.
2. The recommendation of the RC.
3. Copies of the signed Standard P&Ps Addendum Form, with the recommended change(s), sent by the RC to the Area Director, Section Director and the AYSO Office.
4. Approval by the NBOD or its delegate.

C. Publication of P&Ps and Addendums

The Region must make these P&Ps, along with any Regional addendums, if they exist, available upon request to the members of the Region pursuant to Bylaws 1.04(i) and (l).

AYSO Standard Regional Policies & Protocols - Attachments

A. SR P&Ps Addendum Form

This form, the SR P&P Addendum Form, available on the AYSO website, www.AYSO.org and AYSO Wiki, is intended to capture all appropriate changes to the SR P&Ps that the Region determines is best for its members and community. This could include, for example, “having $\frac{3}{4}$ play before any player plays the full game”.



Additional Addendum Items

<u>Section</u>	<u>Area</u>	<u>Region</u>
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B. Additional Region Policies and Guidelines

Regions with additional Region-specific policies and guidelines, not covered in the AYSO Standard Policies and Protocols, are required to submit these policies and guidelines for review and approval by the Area Director, Section Director and NBOD or its delegate. The following Addendum B Cover Sheet must be used to itemize each local policy and guideline approved by a two-thirds vote of the Regional Board and be accompanied by a full copy of these Regional policies and guidelines. Examples of Region-specific policies and guidelines may include a Registration Fee Refund Policy, Player Sponsorship Guidelines, All-Star Team or Secondary Play Selection Criteria, etc.

The signed and approved SR Addendum and Addendum B, including a complete copy of any Regional policies and guidelines, must be forwarded to the AYSO Office upon approval.



Addendum B – Additional Regional Policies and Guidelines

#	Policy or Guideline
1.0	Player Registration – Registration Fee Refund Policy

5. AYSO United Standard Policies

Article One: Introduction and Purpose

These AYSO United Standard Policies (Policies) have been established as the primary operating requirements for approved AYSO United Programs. The Policies are designed to inform the program operations staff, paid and/or volunteer, about how an AYSO United Program must be administered, and to assure a successful and rewarding experience for our players and families. The Policies are not all inclusive for the program operation or business rules and will be adjusted as necessary.

AYSO United is:

- An integral component of AYSO's Player Development pathway.
- An opt-in tryout based program for the 10U age division and up based on player evaluations to assemble teams for participation at a higher level of intensity and skill.
- Focused primarily on player development in alignment with AYSO's Six Philosophies and US Soccer's Player Development Initiatives.
- An opportunity for interplay with other US Soccer youth association's gaming circuits.
- A collaborative effort with Sections, Areas, and Regions and the AYSO United Team members in the AYSO Office.
- A hub within its geographical area for the promotion and development of all AYSO programs and training.
- Configured to focus on a quality experience with a limited number of teams and participants based on a variety of factors within the local market area to be served by the program.

AYSO United Programs participate in gaming circuits outside of AYSO that are governed by other national associations or affiliate members of US Soccer. US Soccer and its bylaws ultimately govern soccer play in the U.S. and the interplay and business relationships of its member organizations. AYSO is represented on the US Soccer Youth Council by our National Executive Director.

To the extent that there may be any contradiction or conflict between these Policies, including any approved Addendum thereto and other AYSO Governing Documents, the other AYSO Governing Documents will prevail.⁵ It must also be understood that teams operating in gaming circuits are to follow the rules of play presented, provided they are in compliance with US Soccer bylaws. Any questions in this regard must be directed to the AYSO United Department at the AYSO Office and/or the National Executive Director at the earliest opportunity.

While these policies are intended to advise AYSO's local program staff about what is required to operate a United Program, the AYSO United Operating Manual provides more detail on day-to-day operations and business rules that apply. Chapter 8 of the AYSO Reference Book also has valuable operational best practices for our core programs that may also apply to AYSO United. The primary reference resource is the AYSO United personnel at the AYSO Office.

AYSO United Program types fall into four different tiers that range from interplay opportunities with other US Soccer youth associations or affiliates up through the US Soccer Development Academy.

⁵ All of AYSO's Governing Documents are available online at www.aysovolunteers.org

AYSO United Program Tiers				
	Tier 1	Tier 2	Tier 3	Tier 4
Professional Staff	Technical Director & Staff	Yes	No	No
Director of Coaching	Professional	Professional	Paid or Volunteer	No
Coaches	Professional	Professional	Volunteer	Volunteer
Paid Trainers	Athletic Trainer required	N/A	Strongly encouraged	Strongly encouraged
Professional Support	Local & AYSO Office	Local & AYSO Office	Remote	Remote
Gaming Circuit	US Soccer Development Academy	State Association or other	State Association or other	State Association or other
Time Commitment	Year-round with breaks		Seasonal	Seasonal

Who do you contact? The primary local point of contact for the AYSO United Program is the Club Administrator. Contact with the stakeholders of gaming circuits, state associations, national associations or US Soccer are via the AYSO United local program administrator, the AYSO United team members at the AYSO Office, or the National Executive Director or AYSO National President as the circumstances may require.

Article Two: Mission

The AYSO Mission is to develop and deliver quality youth soccer programs which promote a fun, family environment based on the AYSO philosophies:

Everyone Plays® - Our goal is for kids to play soccer—so we mandate that every player on every team must play at least half of every game.

Balanced Teams - Each year we form new teams as evenly balanced as possible—because it is fair and more fun when teams of equal ability play.

Open Registration - Our program is open to all children who want to register and play soccer. Interest and enthusiasm are the only criteria for playing.

Positive Coaching - Encouragement of player effort provides for greater enjoyment by the players and ultimately leads to better-skilled and better-motivated players.

Good Sportsmanship - We strive to create a safe, fair, fun and positive environment based on mutual respect, rather than a win-at-all-costs attitude, and our program is designed to instill good sportsmanship in every facet of AYSO.

Player Development - We believe that all players should be able to develop their soccer skills and knowledge to the best of their abilities, both individually and as members of a team, in order to maximize their enjoyment of the game.

Article Three: Corporate Governance

AYSO is a single nonprofit California corporation. Each AYSO United Program is a part of that corporate entity and, as such, the assets and liabilities of the program belong to the Corporation. Similarly, it is possible for the conduct of a local (affiliate or program) to impose legal obligations upon AYSO. Consequently, all contracts must be reviewed and approved by the NBOD or its delegate prior to their execution.

Since we are one corporation, no AYSO volunteer, employee of AYSO, AYSO Services Corporation, or other AYSO subsidiary may file a lawsuit in the name of AYSO without the prior written approval of the AYSO Office and any claim/lawsuit against an AYSO Region or Executive or Participating Member must be immediately reported to the AYSO Office. Finally, AYSO takes great pride in its brand identity and in the trademarks, logos and other items of Intellectual Property it has developed over the years. (See National Policy Statement (NPS) 1.1 for the requirements and proper use of trade name, trademark and logos.)

(See Bylaws 1.03, 1.04(p), and 9.02; NPS 1.1, 1.3, 3.5, 3.6, 3.11, 4.5, 5.3; and the Reference Book, Chapter 8.)

Article Four: Duties and Responsibilities of AYSO United Program

The obligations required of every AYSO Program are set out in AYSO's Governing Documents. The most significant of those are:

- A. To operate and offer quality youth soccer programs, which promote a safe, fair, fun and positive environment that complies in spirit and letter with the Bylaws, NPS, R&Rs and Philosophies of the Organization as applied to AYSO United. (See Article Two of these policies for philosophies. See the Reference Book, Chapter 6, AYSO Fundamentals);
- B. To identify candidates for Club Administrator⁶, Director of Coaching and Registrar at a minimum. Additionally, the responsibilities of Safety Director and Child and Volunteer Protection Advocate (CVPA) must be designated. These responsibilities and positions may be assigned to any of the three or to separate individuals;
- C. To register all players, coaches, referees, administrators and other volunteers prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration procedures, and primarily utilizing AYSO's registration system of record and as required by the gaming circuit.

The failure of any program to properly register a player or volunteer on a timely basis presents significant risk management and insurance issues that could result in severe sanctions, including but not limited to, revocation of the authority of local leadership, removal of the program's administrators, and/or holding the program responsible for payments under the Soccer Accident Insurance program or other financial consequences of those actions;

- D. To comply with the Volunteer Protection Act of 1997 by ensuring that all volunteers: are trained and certified; are given a position description, preferably in writing; and know and perform their duties consistent with AYSO's Governing Documents. (See Reference Book, Chapter 9, Safe Haven, for a discussion of the Federal Volunteer Protection Act of 1997 and the requirements for a volunteer to obtain the legal protections it affords, and Chapter 15, for a listing of approved AYSO Position Descriptions);
- E. To ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, but not limited to, the timely payment of all National Player Registration Fees in accordance with the registration requirements and procedures of the Organization. (See Article Eight, Financial Banking and Related Matters, of this policy document.);

⁶Requirements for club or travel soccer business structures vary among the gaming circuits and state associations. Many require a president to be named. For the sake of filling this requirement the Club Administrator may fulfill the duties. The title will be AYSO United (Locale) President. The position and authority of president within AYSO is only available for the elected National President of the National Board of Directors.

- F. To comply with the Soccer Accident Insurance (SAI) plan and to submit insurance claims according to current procedures. (See Bylaw 1.04(o) and www.AYSO.org, Volunteers/Insurance);
- G. To educate and inform its members that AYSO is a mandated reporter in many states and that most states ask that any adult who knows or suspects child abuse or neglect, file a good faith report. (See Reference Book, Chapter 9, Safe Haven Guidelines, Child Abuse and Neglect for a partial listing of various state's child abuse reporting agencies. Please contact the Safe Haven Department of the AYSO Office with any questions);
- H. To contact the AYSO Office if it believes that events in their community, even those not related to AYSO or youth sports, may create heightened sensitivity with respect to AYSO, its programs or its reputation; and
- I. To comply with the requirements set out with NPS 2.5 Paying for Services and all directions provided by the AYSO Office whenever a program is considering paying for services to be rendered. (See Paying for Services on the AYSO website at www.ayso.org/Volunteers/Resources and also Article Six, Paragraph E. of these Policies.)

Article Five: Membership in AYSO

- A. There are three categories of members in AYSO: Executive Members, Participating Members and Honorary Members.
 - **EXECUTIVE MEMBERS:** Regional Commissioners of a Chartered Region in AYSO's Section and is an Executive Member. While Program Administrators and other positions within the local club administration generally have most of the rights and responsibilities of Regional Commissioners, they are not Executive Members and, therefore, do not have the right to vote, including at the National Annual General Meeting or in connection with the nomination of an Area Director. (See Bylaws 1.05, 1.06, and 7.02.)
 - **PARTICIPATING MEMBERS:** All properly registered and accepted players and volunteers within AYSO United are Participating Members.
 - **HONORARY MEMBERS:** An Honorary Member is someone who has rendered outstanding or extraordinary service to the Organization, as recognized by the National Board of Directors (NBOD.)

(See Bylaws 3.03, 3.04 and 3.02, respectively and AYSO Hall Of Fame Nominations on the AYSO website, www.AYSO.org AYSO About AYSO/History/Hall of Fame, for nominating procedures for National recognition and for establishing local "halls of fame.")
- B. The names, addresses and telephone number of all members of the program, as well as the information contained in any Executive Member directory or any AYSO database are private and confidential. Such information and mailing lists or access to any AYSO database may not be disclosed or distributed to anyone, including any vendor, sponsor or entity without the prior written approval of the National Executive Director. (See NPS 1.2.)

Article Six: Management of AYSO United-(Location)

The management of an AYSO United Program requires conduct consistent with AYSO's Governing Documents and discretionary decisions necessary to operate a successful AYSO program in the local environment. In AYSO's Governing Documents, words such as "required," "shall" and "shall not" describe mandatory acts. Words such as "may," "could" and "might" refer to decisions or acts considered to be discretionary. (For a discussion of recommended/discretionary "Best Practices" in the management of a program, please see the Reference Book, Chapter 8.)

A. Management Obligations

The following is a list of some of the more significant management obligations:

1. The Club Administrator (Administrator) shall be the primary point of contact with the gaming circuit, state association, surrounding AYSO programs and the AYSO Office. If a state association or gaming circuit requires a named president it will be, in most cases, the Club Administrator.
2. The AYSO United Program administration personnel will consist of a Club Administrator, a Director of Coaching and a Registrar. Treasurer and other support positions are dependent upon the needs of the operation of the AYSO United Program within its operating locale. The responsibilities of Risk Manager/Safety Director and Child and Volunteer Protection Advocate (CVPA) may be assumed by the required three or assigned to separate adult participants.
3. Processing of accounts payable and receivable, in collaboration with the assigned AYSO Office Financial Services representative, shall be the responsibility of the Club Administrator and/Treasurer. If an AYSO United Program, it shall:
 - a. Utilize a preferred banking partner designated by AYSO;
 - b. Include account signers as assigned by AYSO; and
 - c. Agree to annual financial audits or to an audit when the Club Administrator or Treasurer position has a change in personnel.
4. The Administrator, in consultation with the AYSO United Department, may create such other as deemed desirable for the delivery of a quality-based, player-focused program. The duties and responsibilities of these other positions shall be approved by the Administrator and the AYSO United Department.
5. All members of the AYSO United Program understand that they owe a duty of loyalty and fiduciary responsibility to AYSO and, by accepting administrative positions with AYSO United, agree to be bound by AYSO's Governing Documents.
6. All AYSO United administration position holders must have reached the age of majority (adults) as defined by the State in which they reside, whereas youth volunteers may serve as non-voting Board Members. (See NPS 2.15.)
7. Paid AYSO United staff may volunteer for AYSO programs limited to those roles or positions that are non-voting.
8. Club administration positions are at will and will generally serve one-year terms. The AYSO United National Club Director and/or the AYSO National Executive Director may remove and/or replace the Administrator.
9. Any AYSO United adult participants⁷ participating in the program, may be suspended by the Director of Coaching, Club Administrator or AYSO United Department staff, limited in activities or removed, in accordance with the Dispute Resolution procedures approved by the National Board of Directors. (See Article Nine of these Policies, Dispute Resolution and Due Process for non-executive members.)

If disciplinary matters arise for an adult participant who is also an Executive Member, the matter will be referred to the appropriate volunteer leadership for action or resolution.

10. Disciplinary matters, penalties, restrictions (also referred by USYS as Risk Management issues) may be considered as cause for action by AYSO.

B. Duties and Responsibilities

A brief overview of the duties and responsibilities of the local AYSO United administrative positions follow below. Executive Members are not eligible for AYSO United administration positions unless authorization is granted by the National Board of Directors. The full position descriptions are available from the AYSO United Department.

⁷ Adult participants include parents, guardians, supporters

1. Club Administrator

- a. The Club Administrator (Administrator) shall be the primary point of contact for the AYSO United Program with the gaming circuit personnel, state association, surrounding AYSO program leadership, AYSO United Department and the AYSO Office.
- b. The Club Administrator, with the support and assistance of the other administrative staff and the Director of Coaching, shall have the responsibility and authority to conduct the day-to-day business affairs of the AYSO United Program; guide the development of its future; and assure its compliance with AYSO's Governing Documents. (See Bylaw 7.03.)
- c. The Club Administrator, in concert with the Treasurer, shall ensure that all fees collected and monies disbursed are done so in a fiscally responsible manner as described in Bylaw 1.04(m).
- d. The Club Administrator shall maintain close liaison with the Area and Section Directors. (See Bylaw 7.03.)
- e. The Club Administrator shall act in all ways to avoid even the appearance of a conflict of interest. (See NPS, Article Five "Standards of Conduct and Conflict of Interest.")
- f. A volunteer's participation in AYSO United Program does not preclude disciplinary actions that may occur within core or other AYSO programs. Volunteers may be suspended by the Area Director or the Section Director and suspended or removed by the National Executive Director in accordance with the Bylaws. (See Bylaw 7.03.)

2. Treasurer/Finance Coordinator

The Treasurer shall have custody of all evidence of indebtedness and other valuable documents, and shall deposit funds and securities in the name and to the credit of the AYSO United Program in a bank or depository. The Treasurer shall comply with AYSO's Governing Documents, including but not be limited to, the following obligations:

- a. in collaboration with the AYSO Office Financial Services representative, prepare and maintain financial statements and reports for dissemination to the program's administration and the AYSO Office;
- b. the timely processing of team and player registration fees to the gaming circuit;
- c. the full participation of the AYSO United Club in the National Accounting Program, including NAP Online;
- d. support and facilitate the AYSO Policy on the Reimbursement of Expenses Incurred by the AYSO United Program's participants; and
- e. AYSO's Player Refund Policy.

(See Bylaws 1.04(l) and (m); NPS 3.1, 3.2, 3.9 and 3.10; and the AYSO Treasurer Manual, Accounts Receivable Section.)

3. Risk Manager/Safety Director

The AYSO position of Risk Manager/Safety Director shall be responsible for the overall aspects of the AYSO United Program's safety including the safe condition of the equipment, goals and fields and for ensuring that the players, volunteers and parents are aware of AYSO's Soccer Accident Insurance (SAI), and AYSO's Incident Report Procedures. This position, together with the Club Administrator, is also responsible for implementing and monitoring AYSO's Severe Weather and Concussion Awareness Policies.

(See Bylaws 1.04(e), (f), and (o), as well as NPS 2.10, 2.13, and 2.14.)

4. Director of Coaching ("DOC")

- a. The DOCs shall focus on player and coach development.

- b. The AYSO position of DOC is responsible for implementing, monitoring and maintaining the AYSO National Coaching Program at all age levels within the AYSO United Program, including program delivery, coach training and certification (including assisting the CVPA with Safe Haven,) as well as staff development, communication and coordination; and support core program training and development of players and coaches.
- c. The DOC shall monitor and report certifications of AYSO training and US Soccer license training, as required. The DOC is responsible for the coordination of continuing education opportunities for coaches in collaboration with and direction from the National Director of AYSO United.
- d. The DOC is required to use and/or have approved the training curriculum approved by the National Director of AYSO United.
- e. The DOC will assist in the development of the budget for the program.

(See Bylaw 1.04(q) and the Reference Book Chapter 6, AYSO Fundamentals (Programs), and Chapter 10, National Coaching Program.)

5. Registrar

The AYSO United Club Registrar is responsible for the planning and implementation of the annual registration of all players, teams and coaches. The Registrar shall comply with AYSO's Governing Documents, including but not limited to: the registration of all players prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration and application requirements and procedures of the Organization and the gaming circuit in which the teams participate. (See Bylaw 1.04(c).)

6. Child & Volunteer Protection Advocate ("CVPA")

The CVPA is responsible for overseeing the Safe Haven Program within the program. This includes working with the Club Administrator to provide AYSO's Safe Haven training and certification of all coaches, and other adult participants involved in the program. The CVPA is also responsible for the screening and registration of all volunteers prior to the commencement of training, matches or other player activities and, as applicable throughout the season, in accordance with the registration and application requirements and procedures of the Organization. Finally, the CVPA, together with the Club Administrator, Director of Coaching and coaches, is responsible for the implementation and monitoring of AYSO's Code of Conduct Policy against Harassment, Abuse or Violence. (See Bylaw 1.04(c), NPS 2.12 and 3.7, together with Reference Book, Chapter 9, AYSO Safe Haven.)

Note: The responsibilities of the positions of CVPA and/or Risk Manager/Safety Director may be assigned to a volunteer or to the DOC, Club Administrator or Registrar. Alternatively, the program may choose to rely on a local Region's or Area's local Region or Area Safety Director.

C. Meetings (Activity Reports)

As established within Bylaw 1.04(k), and consistent with the principles of established corporate governance, every AYSO United Program shall hold an annual and, thereafter, periodic meetings of the administrative staff, conducting these meetings in an open and transparent fashion, excepting for any necessary executive sessions, and maintaining minutes thereof, which minutes are to be reasonably made available to the AYSO United Department, the Participating Members and the AYSO Office.

For a listing of recommended "Best Practices" in the administration of the meetings, the limitations of when executive sessions are permissible, the requirements of a quorum and the general responsibilities of program support positions, see the Reference Book, Chapter 8.

D. Club Administration Selection

1. Prior to an AYSO United Club Program being formed, the three minimum administrators must be identified, be verified as being eligible to be an employee or a volunteer including passing a background check and have the required and appropriate training.
2. Positions in AYSO United are at will.
3. Club Administrators need not be parents of players in an AYSO program.
4. At a minimum, the positions of the Club Administrator shall be reviewed annually, similar to AYSO Region Boards.
5. In the event of an emergency or unplanned vacancy in the position of Club Administrator, the National Executive Director or designee will identify a person to fill such vacancy to continue the operations of the Club until a replacement Club Administrator can be identified and appointed.

E. Service and Conflict of Interest

1. AYSO United administrators, whether paid or volunteer, shall sign an AYSO conflict of interest agreement.
2. AYSO volunteers including Section, Area or Regional Board Members shall not receive monetary or other compensation for his/her services to the AYSO United Program related to a volunteer position. Nothing in this paragraph prohibits any AYSO Board or staff member, or Regional participant, from being reimbursed for his or her appropriate out-of-pocket expenses incurred on behalf of the AYSO United Program and in accordance with the expense reimbursement procedures set out within the Reference Book, Regional Operations, Financial Matters and NPS 3.1. This does not preclude referees, appropriately certified with US Soccer, from receiving compensation in gaming circuits that utilize a referee association for paid service.
3. AYSO United Tier 1, Tier 2 and Tier 3 programs may have staff that receive compensation. These paid staff positions must be approved by AYSO's National Executive Director and employed by AYSO Services Corporation. This does not preclude paying for services in accordance with AYSO NPS 2.5. No volunteer, except the National President, may create an employment relationship on behalf of AYSO, its programs or subsidiaries.
4. Consistent with NPS 5, no AYSO United Club Administrator may use his/her position to benefit him/herself directly or indirectly in any way, such as a supplier of equipment, materials or services to the Region except as permitted by NPS 2.5 and Article Four, Paragraph I. of these Policies (Paying for Services) and the procedures established within NPS 5.3 (Conflict of Interest Policy.)
5. The AYSO United Club Program may not reduce or eliminate a player fee based upon volunteer work done by a participant's parents or guardians. This rule does not impact the ability to set early registration discounts available to all participants, to create volunteer recognition programs, to provide scholarship programs and provide other programs available in the Region's program. No fee distinction shall be made based upon parental or player participation in fundraising activities on behalf of AYSO United or a Section, Area or Region.
6. An AYSO United Club may not condition the registration of a player based upon any requirement of volunteer participation or monetary donation by a parent or guardian.

(See NPS 5.)

Article Seven: Program Vision and Administration

A. Representative Visionary Requirements

The AYSO Mission of "Developing and delivering quality youth soccer programs which promote a fun, family environment" is best accomplished by assuring quality educational programs, implementing well-structured administrative systems,

focusing on AYSO's development and guaranteeing a strong financial position. The following is a partial listing of acts necessary to best achieve these goals:

1. AYSO United must implement Safe Haven, Kids Zone and the National Coaching Program, with a focus on providing training opportunities throughout the year. Management and operation of the AYSO United Club must be consistent with AYSO's Management program. (See Bylaws 1.04(h) and (q).)
2. Support of surrounding AYSO programs to assist in player development, coach education and development; and retention and recruitment of players and volunteers for all AYSO programs within the geographical locale shall be a key element of the operation of the AYSO United Program.
3. Short-term and long-range Strategic Plan for the future development of the AYSO United Program is critically necessary with the National Board of Directors and National Executive Director leading these initiatives which AYSO United Clubs shall implement as applicable. (See Reference Book, Chapter 6, AYSO Fundamentals, Mission Statement Comments.)

B. Operational Expectations

A number of concrete steps are required to meet the previously stated visionary goals. The following is a partial list of many most often achieved by successful AYSO United Programs:

1. The AYSO United Club shall establish and communicate and publicize annually the fees for each player, as well as have a documented refund policy. (See Bylaw 3.06 and NPS 3.10.)
2. Coach selection and management is the responsibility of the DOC.
3. Teams shall be formed as established in accordance with AYSO United's National Player Evaluation methodology and procedures.
4. The only team member(s) a head coach may specify to be on his/her team is his/her own child or children. Otherwise, there shall be no automatic retention of players on any specific team or with any specific coach from the previous season. (See R&Rs Article II, Paragraph G and Bylaw 1.04(d).)
5. Every player on every team must play at least one-half of every game. (See R&Rs Article I, Paragraph C.1.)
6. The highest standards of conduct and good sportsmanship, consistent with the AYSO philosophies, must be maintained at all times by players, volunteers and spectators. (See NPS 2.12 (AYSO's Code of Conduct Policy against Harassment, Abuse or Violence).)

C. Good Conduct

AYSO United Program participants are to represent and exemplify the best of AYSO's philosophies, culture and values at all times. All participants are subject to NPS 2.12 Code of Conduct.

Offensive, insulting, or abusive language, the consumption of alcoholic beverages, the use of tobacco products, or smoking, or simulating smoking, or the use of tobacco or cannabis products at Regional-sponsored events, whenever children are present, is forbidden. (See, in part, R&Rs Article I, Paragraph E.1 e. and f. Best Practices and "How-To's.")

To assist AYSO in meeting its responsibilities and in achieving the greatest successes possible, proven "Best Practices" and "How-To's" can be found in the AYSO Reference Book, Chapter 8 Best Practices and "How-To's."

Article Eight: Financial Matters

Consistent with the obligations established within Bylaw 1.04(l) and (m), every AYSO United Administrator and Treasurer (if applicable) shall agree as a condition of the assumption of their club membership to comply with and assure proper oversight of the following financial obligations:

- A. All AYSO United Clubs must use the National Accounting Program (NAP) and AYSO's Accounting Systems of record and must adhere to the financial policies and procedures described in the AYSO's Financial Policy, unless otherwise authorized by the AYSO Office.
- B. All AYSO United Programs shall be provided managed financial services. A team member within the Finance Department of the AYSO Office will partner with the local support team in the processing of all transactions for the program.
- C. An annual budget shall be prepared for each AYSO United Program to provide a basis for setting player membership and program fees, and submitted to the AYSO United Department at the AYSO Office no later than June 1, which is 30 days prior to the end of the Organization's fiscal year. It must also be made available to the Participating Members of the program upon request. (See Bylaw 1.04(l), NPS 3.2 and the Treasurer Manual.)
- D. Ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, the timely payment of all national player registration fees prior to the commencement of the season and, as applicable throughout the season, in accordance with the registration requirements and procedures of the Organization.
- E. Any suspected financial irregularity/fraud or misuse of funds must be immediately reported to the Area Director, Section Director and Finance Department of the AYSO Office.
- F. AYSO United Club financial records shall be maintained in accordance with generally accepted accounting principles (GAAP.)
- G. Agreements and contracts for facilities, services, etc. are to be approved and processed by the AYSO Office.
- H. Fundraising in various states may trigger the obligation to pay sales or other various taxes. Whenever fundraising is considered, the AYSO Office must be contacted to determine if a tax applies.
- I. Tournaments must be self-sustaining if operated by the Club. Tournaments must be sanctioned by the AYSO Office.
- J. Please consult the AYSO Treasurer Manual for a discussion of additional requirements and "Best Practices" for the following:
 - 1. cash handling protocols;
 - 2. submission of monthly financial reports;
 - 3. coding of income and expenses;
 - 4. audits of finances conducted by National;
 - 5. reconciliation of registered players to player registration fees received;
 - 6. refund policies;
 - 7. requirements of auditors;
 - 8. volunteer reimbursement;
 - 9. attendance at Nationally-supported Section events and the NAGM,
 - 10. AYSO Supply Center purchases; and

11. other similar subjects.

(See Bylaw 1.04(l) and (m), together with the AYSO Treasurer Manual and the Treasurer's Position Description contained in the Reference Book, Chapter 15.)

Article Nine: Dispute Resolution and Due Process

AYSO employees are governed by state employment laws and must adhere to the AYSO Service Corporation Employee Handbook.

The successful resolution of disputes involving the day-to-day activities of our AYSO volunteers is one of the most important goals in achieving a harmonious and healthy Region and/or Club. As such, guiding principles such as "compromise," "suspension or removal as the last resort," the "recognition of valuable service" and "finding a fair and just resolution" are the cornerstones of AYSO's approach in dealing with such situations.

While the concepts of Dispute Resolution and Due Process apply to both Executive Members (RCs) and Participating Members, there are differences between the procedures and protocols. As a result, the following discussion only applies to the Club's Participating Members. (See Article Five A. of these Policies for the definitions of Executive and Participating Members.)

When a Participating Member's conduct, or that of a parent or guardian, even if not a Participating Member, has risen to the potential need of "limiting, suspending or removing/terminating" that person's participation in AYSO, the Region must follow the Due Process protocols adopted by the AYSO National Board of Directors, as authorized within National Bylaw 3.07(d). While these procedures and protocols are set out in their entirety in the Reference Book, Chapter 8, Due Process, the following are several of the more significant provisions:

- A. When disciplinary action is found to be necessary, only the minimum action necessary should be taken. In that spirit, when possible, the Member should be allowed to resign and disputes should not be publicized to respect their individual privacy.
- B. Clubs must avoid punishing a player for the conduct of the parents, except when there is no other solution.
- C. There are required means by which Notice of the contemplated action must be given.
- D. The Program Administrator is ultimately responsible for determining which of several alternative Due Process procedures will be used.
- E. If the gravity of a person's conduct presents an imminent danger to any participant or to the program, the Program Administrator may immediately suspend the person(s) involved.
- F. The Program Administrator has the ultimate authority to remove a Participating Member, a parent or guardian, as well as those not entitled to Due Process, such as other family members and spectators, from further involvement in the program.
- G. A precise Due Process procedure has been established for holding a "Disciplinary Review Panel."
- H. A one-time Appeal Process has also been established to verify that the original determination was not arbitrary or capricious, that the original procedure was fair and that the established procedures for Due Process were followed.

If questions arise, contact the AYSO Office for assistance at either Risk Management or AYSO United Department.

Article Ten: Notice to Members

A. Publication of Policies and Addendums

The AYSO United Club Program must make these policies, along with any addendums, if they exist, available upon request to the members of the program pursuant to Bylaws 1.04(i) and (l).

AYSO United Standard Policies - Attachments

A. Policies Addendum Form

This form, available from the AYSO United team at the AYSO Office, is intended to capture all appropriate changes to the policies that the local club deems is best for its members and community. This could include, for example, “having three-quarter play before any player played the full game.”

AYSO Alliance Program Operations

Alliance Definition

The purpose of the AYSO ALLIANCE program is to support the AYSO player development pathway to the highest levels of play. It is an integral part of the AYSO Club program's potential progression to AYSO United. To align with the AYSO player pathway, EXTRA should be utilized first, where a successful program is available. The Alliance program is primarily intended to be a volunteer run program that allows for paid trainers.

Each AYSO ALLIANCE program will operate in the best interest of the local Area and Regions with an emphasis on the player pathway and creating a positive learning environment for our players and coaches. The program will serve as an entry point for players into external competition circuits.

AYSO ALLIANCE teams are composed of players registered within AYSO, while also registered with US Youth Soccer or US Club Soccer. AYSO ALLIANCE teams, coaches and players have all the advantages of being part of AYSO and playing in external gaming circuits.

AYSO ALLIANCE teams consist of players who are selected through open tryouts and who want to play at a more competitive level within AYSO. AYSO ALLIANCE teams represent the National Program in their local ALLIANCE circuit as well as in inter-state tournaments. This opportunity to play may require team fundraising and will likely involve team travel. While travel is authorized for AYSO ALLIANCE teams, it is not required for the AYSO ALLIANCE program.

Operating guidelines and directives fall under the authority of the AYSO Area or Region ALLIANCE Director and are outlined below. However, AYSO cannot control or be responsible for external playing circuit rules, requirements or decisions.

Structure

Each AYSO ALLIANCE program will report directly to the Area or Region ALLIANCE Director; however, management of day-to-day operations will remain local. Each Area or Region ALLIANCE will operate independently from other ALLIANCE programs allowing adjustments to market needs, demographics, structural changes.

It is expected that each program operates under the guidance of the ALLIANCE Operating Procedures to establish and maintain an agreed level of AYSO programming standards and quality.

Any interested AYSO ALLIANCE program MUST:

- Be approved by the local Area Director and Section Director, including communication with AYSO Office who will assist in establishing the program in compliance with expected standards and expectations.
- Complete an AYSO ALLIANCE Application to request approval.
- Be based in geographical Areas where there are supporting Regions, sufficient field requirements, demand for club soccer and availability of a club gaming circuit.
- Agree to all standards/expectations to ensure quality programming and AYSO representation.
- Pay the ALLIANCE Team Fee as set by Section, Area, or Region (see financial section).

- This is a Region/Area/Section program and all teams from the same Region will wear the same color/style of uniform within that Area/Section and will bear the AYSO ALLIANCE logo on the chest. Uniform colors in the ALLIANCE program may differ from program to program.
- Apply for reapproval every three (3) years.

Program Suspension or Termination

An Alliance program may be suspended with a majority vote of the Regional Board for a Regionally run program.

An Alliance program may be suspended/terminated by an Area or Section Director for cause. The term “cause” shall include, but not be limited to, failure to comply with the provisions set forth in the AYSO Alliance Program Operations documents and/or AYSO’s policies and procedures.

Alliance Director/President

Upon approval to the ALLIANCE Program, the following position is required within the ALLIANCE organization. Other positions may include a treasurer and a registrar but are not required.

ALLIANCE Director/President (appointed by the Area Director or Regional Commissioner)

Area or Region ALLIANCE Director MAY be the President to the State Association but, may not be nor will be an Executive Member of AYSO - May report to a State Association president, if in high volume markets (Southern California, Northern California). In situations where there are multiple Areas/Regions within a Section and a state that are participating in the same State Association with an ALLIANCE program, the appropriate Section Director will appoint a President.

- Be the point-of-contact and President of AYSO ALLIANCE within the State USYS affiliate.
- The Section Director has the authority to remove an Alliance President from a program within their Section.
- Develop an ALLIANCE operating budget.
- Attend all Section and Area meetings within AYSO.
- Attend all /State Association meetings/other meetings.
- As required, review ALLIANCE Operating Procedures to provide feedback to Section Director.
- Work with Supporting Regions to promote ALLIANCE.
- Utilize the ALLIANCE logo on the team uniforms. Use of the National Uniform sponsor is preferred but not required.
- May be a voting member of the program at the State association in concert with any existing United program leadership.

Purpose

The purpose of the AYSO ALLIANCE program is to:

- Promote AYSO's Vision to provide world-class youth soccer programs that enrich children's lives.
- Protect our primary program through completion of a true player pathway.
- Provide an opportunity for players who wish to commit and play at a more competitive level.
- Retain and regain players, volunteers, and families in AYSO.

- Expand the existing programs with additional opportunities for different levels of play, creating an industry leading long-term player development model.
- Development and promotion of players to AYSO United.

Goals and Objectives

- Consistent development programs.
- Age-appropriate implementation of the four pillars of soccer (technical, tactical, physical, and psychosocial).
- Competitive training and playing environment at all ages.
- Elimination of parental agendas from the development process.
- Application of appropriate year-round programs (indoor, futsal, camps, clinics, etc.).

The objective of the AYSO ALLIANCE program is to create the right environment for all levels of soccer, including the elite player, enabling each player to reach their own true potential.

Goals and Objectives will be accomplished by utilizing and respecting the AYSO philosophies:

Everyone Plays®

Our goal is for kids and adults to play soccer, so we mandate that every player on every team must play at least 50 percent of every game.

Balanced Teams

Each year we form new teams as evenly balanced as possible—because it is fair and more fun when teams of equal ability play.

- Each year we form new teams as evenly balanced as possible, providing a stronger learning experience for teams as they play teams comprised of similar ability. It also allows for each player to experience playing with a wide variety of teammates of different skill levels.
- A tryout-based program will balance teams by skill levels. Teams will be picked by the AYSO ALLIANCE Team Coaches. How the teams perform within the non-AYSO gaming circuit will be the only true form of balancing, i.e., divisional success based on participating with players of a similar level playing in the same division.

Open Registration

Our program is open to all children who want to register and play soccer. Interest and enthusiasm are the only criteria for playing.

- If you want to play soccer, AYSO welcomes you and gives all youth and adults the opportunity to register and play.
- Alliance is a tryout-based program and all eligible players (as defined below) will be given proper notice and opportunity to try out for an AYSO ALLIANCE team.

Positive Coaching

Encouragement of player effort provides for greater enjoyment by the players and ultimately leads to better-skilled and better-motivated players.

- A coach can be one of the most influential people in a player's life, so AYSO requires they create a positive experience for every player in AYSO. Additionally, encouraging players' effort leads to greater enjoyment, improved skills and stronger motivation in players.

Good Sportsmanship

We strive to create a positive environment based on mutual respect rather than a win-at-all-costs attitude, and our programs are designed to instill good sportsmanship in every facet of AYSO.

- AYSO ALLIANCE Coaches, Players, and Volunteers/Parents will be representing AYSO in a competitive venue; consequently, the program expects and will enforce a high standard of conduct and behaviors for all participants.

If multiple teams exist within an ALLIANCE for the same age/gender:

- There may be multiple teams in certain age groups and this may include “A/B/C” team formations, which could be labeled ALLIANCE Blue, Red or White. Each coach will pick the best team they can. How the teams perform and ultimately, the level at which they play, will depend on the talent of the players and the coaching they receive.

Player Development

We believe that all players should be able to develop their soccer skills and knowledge to the best of their abilities, both individually and as members of a team, in order to maximize their enjoyment of the game.

- The AYSO ALLIANCE program gives players a chance to develop their soccer skills through competitive play under the direction of some of our most experienced and best-trained coaches. Players are given the platform to maximize their development and potential within AYSO.

Player Eligibility

The following guidelines shall be used to determine player eligibility:

- Players selected should be registered prior to tryouts through sign up on the Region or Area AYSO website for the ALLIANCE program. Players not registered with an AYSO Region prior to the tryout will register at the tryouts site and a parent or legal guardian for each player will be required to sign an Emergency Authorization, Disclaimer, Assumption of Risk and Waiver, and the Acknowledgement and Consent Agreement form at tryouts or prior (see Appendix A). It is permissible host Areas and/or Region’s may charge a nominal fee to cover tryout expenses.
- All players must be nine years old by December 31st of the upcoming season to be eligible to participate in this program.
- Once a player is old enough to play in AYSO ALLIANCE a player may play up one year with consent of parents and coaches (i.e., a 12U player may play on a 13U team). A Coach wanting a player to play up multiple years must get the permission of the Area ALLIANCE Director and the parents of the player. This may also be subject to State association limitations that will take precedence.
- Age classifications for ALLIANCE teams shall be for single age groups from 10U through 19U inclusively.
- Dual participation with another soccer league other than AYSO ALLIANCE is not permitted.
- Only players who attended open tryouts may be selected for placement on an ALLIANCE team.
- Guest players may be used in alignment with state assn., gaming circuits and tournament rules.

Player Registration

Each ALLIANCE program shall utilize the AYSO registration system of record and the ALLIANCE program(s) for their ALLIANCE players. Players can both dual register at the Regional level and the ALLIANCE level.

- The player will be responsible for paying all associated fees for the ALLIANCE program.

- AYSO Region or Area ALLIANCE Director or ALLIANCE Registrar (if applicable) is responsible for assigning the players to the correct teams through the registration system.

After the player is verified to have an AYSO registration, the player must become dual registered with the appropriate State Association or playing circuit by working with the AYSO ALLIANCE Director or State Association registrar.

- Player Cards will be produced from the State Association registration.
- The State Association registration form will be the players Medical Release form.
- Concussion Awareness and/or any additional forms required by AYSO or State Assn.

Team Limits

In alignment with US Soccer standards and AYSO Philosophies, AYSO ALLIANCE teams are limited to a maximum roster on game day of:

- 12 players for 10U (Playing 7v7)
- 16 players for 11U (Playing 9v9)
- 16 players for 12U (Playing 9v9)
- 18 players for 12U-14U (Playing 11v11)
- 18 players for 15U-19U (Playing 11v11)

ALLIANCE may NOT create too many teams in a single division, where that would negatively impact the Region's Core program. The standard for compliance is roughly 25% of the players in a two-year age group.

AYSO ALLIANCE Teams MUST have one head coach and one assistant coach (a team manager is also highly recommended). Two additional assistant coaches may be added to the coaching staff at the discretion of the head coach. All coaching staff must be AYSO registered volunteers with proper certifications.

Rosters may be further limited by small-sided game rules. Roster size should take into consideration the requirement to achieve the one-half game play per player per game (Everyone Plays).

Notes for high school players:

- Teams at the 14U division may add additional player(s) if they have a player(s) who will also be playing for their high school.
- 15U-19U teams may have up to 22 players on the roster if they have a player(s) who will also be playing for their high school. However, they will only be able to "suit" up to 18 players in a game and will have to abide by all playing circuits, tournament restrictions and or any High School association requirements.

Coach Selection

- Openings for Head Coaching positions within the AYSO ALLIANCE program must be advertised each year and applications submitted to the AYSO ALLIANCE Director as well as Area and Region administrators.
- Coaches must have the required State licensing and AYSO Area Requirements. (Equivalent AYSO Certifications are preferred).

Trainers and Contracts

- It is encouraged that all ALLIANCE coaches strive to develop a year-round coaching program for their ALLIANCE teams; however, supplemental training programs may be offered.
- AYSO has existing agreements with many trainer/camp providers. Please contact the AYSO Office for the current list.
- Should an Alliance program desire to utilize a different organization, the provider must complete the AYSO “Paid Services Agreement” which are signed by the AYSO Executive Director.
- Any Trainer agreements/contracts must be approved by the AYSO ALLIANCE Director, and the AYSO Office. All requirements (work permits, insurance, and qualifications) fall in line with AYSO National standards. The AYSO Office will perform regular vendor checks to ensure compliance with National standards.
- Agreement template and process can be found on aysovolunteers.org.

Coaches (head and assistant) MUST:

- Adhere to the AYSO Vision, Mission, and AYSO Philosophies, in particular, Positive Coaching, Good Sportsmanship, and Player Development and have the AYSO basic coaching registration criteria (expected of all AYSO volunteers).
- Take the online Safe Haven (Child and Volunteer Protection) Course (after 2019).
- Complete CDC Heads Up Concussion Training through the official AYSO training program of record.
- Fill out a Volunteer form with e-signature online at local ALLIANCE registration portal annually.
- Coaches are required to take SafeSport training and meet all other AYSO volunteer requirements.
- Have and maintain a current State Association Risk Management Disclosure, or applicable equivalent as requested by the State association. This will ensure that coaches can get State Association Coaches Cards and be allowed to be on the sidelines during games and tournaments. Failure to complete this prior to the first competitive game will result in suspension from coaching until all requirements are complete.

Coach Training Level

Coaches must be licensed to the requirements of their state associations or applicable gaming circuit. Additionally, pending AYSO Area or Section standards and requirements, each head coach and assistant coach may require AYSO certification at the age level that they are working with:

- 12U AYSO U12 Coach Certificate.
- 13U and 14U AYSO Intermediate Coach Certificate.
- 15U-19U AYSO Advanced Coach Certificate.

All certification requirements relate to the most recent National Coaching Program course:

- 10U and 12U must have completed the course after January 2013 Intermediate must have completed the course after January 2015 Advanced must have completed the course after January 2018.
- Contact the local Section Coach Administrator for any coaches requiring U.S. Soccer equivalency or United Soccer Coaches reciprocity.

These requirements do not apply to tryouts for the AYSO ALLIANCE Team.

Head Coach's Responsibility

The team's head coach is ultimately responsible for all team activities and is directly accountable to their AYSO ALLIANCE Director. However, a Head Coach can assign duties to others within his team's management and structure.

The team's head coach will be responsible for:

- Training times, place, and games (including scrimmages).
- Timely communication with all team parents.
- Tournament play, organize transportation and lodging.
- Disciplinary action, as needed.
- Proper and required paperwork.
- Ensuring that EACH PLAYER WILL play a minimum of one-half of each game (injuries and disciplinary action exempt).
- Ensuring AYSO volunteer to player ratio is adhered to at all times.
- All coaches will dress in a professional manner (AYSO ALLIANCE branded apparel) at all matches, training sessions, and other AYSO ALLIANCE-related events.

Team Operations

Training Sessions:

- Training fields/times will be coordinated through host Regions' Field Scheduler. Pending level of play and in conjunction with AYSO ALLIANCE player development guidelines, each team will be allowed 3 to 6 hours of training per week not to exceed 120 minutes in length per session.
- Scrimmages (especially with other AYSO entities) are recommended and encouraged (however, these should be considered in the team's allocated training time).
- Other voluntary soccer related activities – such as additional soccer training, free-play or summer camps – do not count as practice time. However, an adequate off season and recovery period for all age groups is strongly recommended.

Tournaments:

- At the beginning of the soccer year (or each season), the coach should map out which tournaments the team wishes to participate in based on parent input, available funds and team objectives. The number and timing of tournaments should be considered by the coach in overall team planning (periodization) to ensure adequate rest and recovery.
- The coach or team manager should get the application for the tournament in PRIOR to the due date and consider if needed, block hotels, etc.
- For consistency, when signing up for a tournament, please use: AYSO ALLIANCE, Gender, Age Group and Coach last name, i.e., AYSO ALLIANCE, 05G, Barrett.

Guest players are permitted to play on the AYSO ALLIANCE team:

- For "ALLIANCE" players - the AYSO ALLIANCE Coach must get the player ID and applicable paperwork from the coach of the guest player's team. Then, the coach must fill out and print the Guest form on the state association website.

Fees

- If the guest player is on an AYSO Primary Program team, the AYSO ALLIANCE coach must notify the AYSO ALLIANCE Director, and must register the player with the State Association. The AYSO ALLIANCE Registrar along with the registration form and then fill out and print the GUEST form on the state association website.
- The Team or parent will be responsible for any state league registration fees.

As long as a State association permits, an AYSO ALLIANCE player can play as a Guest player for another team (AYSO ALLIANCE team or another ALLIANCE). The player's ALLIANCE Coach must supply the coach of the other team with his player's player card. Nothing else is required. The coach of the team wanting the player should come to the AYSO ALLIANCE Coach. Exception: If the ALLIANCE team is playing in that tournament, most tournaments do not allow a guest (ALLIANCE) player to play for another team in the tournament.

NOTE: AYSO ALLIANCE guest players (of the same age group) are only allowed for regular season and tournament play if playing circuit permits.

Fees

- ALLIANCE fees will be established by the local Area and Region and may vary from Area to Area. These fees can include ALLIANCE fees, state association player fee, state association team fee, AYSO player fee and possibly referee fees.
- Teams MUST fund themselves.
- Fundraising:
 - Appropriate AYSO fundraisers should be worked through the host ALLIANCE and approved by the AYSO ALLIANCE Director (in conjunction with Area Director).
 - Payment can be made by parents without participation in fundraising.
 - Donations are allowed from the player's family, individuals, or businesses. A player's family may elect to donate funds to the team; but a coach cannot require families to donate.
 - Players or Teams that leave the ALLIANCE program will forfeit their account funds to the remaining ALLIANCE program teams and will not be entitled to any refund.
- ALLIANCE expenses should be reviewed and approved by the ALLIANCE Director as well as the Area Director and cut out of the Region or Area's account, i.e., field rentals, tournament fees, etc.

Financial Matters and Compliance

- All AYSO ALLIANCE programs must use the AYSO accounting program of record and must adhere to the financial policies and procedures described in Bylaws 1.04(l) and (m); NPS 3.1, 3.2, 3.9 and 3.10; Standard Policies and Protocols, Article Eight; Chapter 8, Regional Operations, Financial Matters; and the Accounts Receivable Section, AYSO Treasurer Manual.
- All AYSO ALLIANCE Programs shall utilize the existing Region/Area or Section bank account established. All monies from the program must be deposited into the existing account in a timely manner. If the account does not exist, please contact the AYSO Financial Services team.
- An annual budget shall be prepared for each AYSO ALLIANCE Program to provide a basis for setting player membership and program fees and submitted to the AYSO Area or Section with the oversight responsibility for the ALLIANCE program.

- All AYSO ALLIANCE Programs must ensure the financial integrity of the Organization by complying with the obligations established by Bylaw 1.04(l) and (m), including, the timely payment of all national player registration fees prior to the commencement of the season and, as applicable, throughout the season, in accordance with the registration requirements and procedures of the Organization.
- Any suspected financial irregularity/fraud or misuse of funds must be immediately reported to the Area Director, Section Director and Finance Department of the AYSO Office.
- AYSO ALLIANCE financial records shall be maintained in accordance with generally accepted accounting principles (GAAP.)
- Agreements and contracts for facilities, services, etc. are to be approved and processed as required by AYSO governing documents.
- Fundraising in various states may trigger the obligation to pay sales or other various taxes. Whenever fundraising is considered, the AYSO Office must be contacted to determine if a tax applies.
- Tournaments must be self-sustaining if operated by the local ALLIANCE. Tournaments must be sanctioned by the appropriate tournament contact within the Section.
- Please consult the AYSO Treasurer Manual for a discussion of additional requirements and “Best Practices” for the following:
 - Cash handling protocols.
 - Submission of monthly financial reports.
 - Coding of income and expenses.
 - Audits of finances conducted by National.
 - Reconciliation of registered players to player registration fees received,
 - Refund policies.
 - Requirements of auditors.
 - Volunteer reimbursement.
 - Attendance at Nationally supported Section events.
 - AYSO Supply Center purchases.
 - Other similar subjects.

(See Bylaw 1.04(l) and (m), together with the AYSO Treasurer Manual and the Treasurer's Position Description contained in the Reference Book, Chapter 15.)

Team Discipline

- Each ALLIANCE team (players, coaches, volunteers, parents) participating in any external gaming circuit should adhere to the highest behavioral standards and accept the responsibility of representing the entire Organization.

Poaching

- Coaches should go over expectations of the players and parents/guardians and share their expectations of themselves in the first team meeting after the team has been chosen, including the AYSO Vision, Mission, and Philosophies.
- Going over that information PRIOR to the start of the season will help avoid the need of having to invoke any of the following Team Discipline.
- Parents will also sign the player parent agreement provided by the local ALLIANCE program. A player may be suspended from playing in a game OR removed from an AYSO ALLIANCE team if:
 - The player's behavior presents a significant conduct and discipline problem and is disruptive to the team.
 - The player fails to show a good faith effort to attend scheduled team practices, games, or otherwise participate in soccer related activities.
 - The action of any player's parent who attempts to undermine the discipline of the team and/or the coach's control of the team.
 - The action of any player's parent(s) whose sideline behavior disrupts play, is considered abusive or unacceptable to the officials.

Suspension

- The Head Coach must document, in writing, and submit to the AYSO ALLIANCE Director the rationale for taking the disciplinary action. It must be demonstrated how the player's behavior is presenting a significant conduct and discipline problem. Or, in the case of missing team training sessions, must have documented proof that the player has missed OVER half of the scheduled training sessions (minimally – three weeks of normally scheduled training sessions must have passed).
- After reviewing the documentation provided, the Head Coach must meet with the AYSO ALLIANCE Director to verify all possible remedies have been exhausted. If, after the meeting, the AYSO ALLIANCE Director and the team's Head Coach agree, the player may be suspended from the team for a game.

Removal from the Team

- The Head Coach must document, in writing, and submit to the AYSO ALLIANCE Director the rationale for taking disciplinary action. All AYSO policies and procedures for Dispute Resolution and Due Process shall apply.
- If there is a consensus, the parents (and player) will then be invited in to hear the concerns and be allowed to respond. If the AYSO ALLIANCE Director agrees, the player may be removed from the AYSO ALLIANCE team. If the commitment is simply too much for a player/family and there have been no other disciplinary issues, the player should be offered placement on a regular Primary season team (if available).
- Obviously, ALL efforts should be made in order to work out the issue involved, and this is, and should always be, a last resort.

Poaching

The State Association or playing circuit rules on player recruitment or "poaching" will be in effect.

- There will be no signing players from the primary program until all the games are completed in regular season and the primary season is complete.

AYSO Notes

- There must be a coach, assistant coach or team chaperone of the same sex as the players at ALL team activities.

- The chaperone ratio should be 1 to 8 on any out-of-town tournaments or events.
- Safe Haven/CVPA guidelines apply to AYSO ALLIANCE teams at all times.
- All AYSO policies and procedure for Dispute Resolution and Due Process shall apply to all coaches and volunteers within the AYSO Alliance program.

State Association Notes (Subject to local authority)

- AYSO cannot control or direct external gaming circuit decision-making or operational guidelines or standards.
- Team schedules (for regular season games) will be on the State Association website or league of play website.
- Games times and locations sometimes CHANGE... please review the schedule weekly.
- All teams will be required to abide by all State Association rules and guidelines, i.e., free substitutions.
- PLEASE direct all questions/comments/etc., related to the State Association or applicable gaming circuit through the Region or Area ALLIANCE Director.

Primary Program Giveback

It is understood that all volunteers (coaches, players and parents) participating in the ALLIANCE program are expected to contribute “back” to the local Primary Program. Suggestions include but are not limited to:

- Coach education and certification.
- Referee Program participation.
- Tournament support.
- EPIC program support.
- General volunteer support.
- Other areas if needed as determined by the ALLIANCE program.

Specifics will be coordinated by the Area Director in conjunction with participating Region(s).

AYSO ALLIANCE Branding

- In addition to the AYSO Traditional logo, which should be placed on the left sleeve, approved AYSO ALLIANCE programs are required to use the AYSO ALLIANCE Crest on the left chest.
- Authorized ALLIANCE programs should apply their local relevant color scheme to the logo. Up to two colors are accommodated. The gray crest interior border should be the only color that remains intact. (Examples shown below.)
- The AYSO Office will be responsible for creating official repro art, using color input from the local program.
- Please note, due to trademark laws, red, white and navy versions as per AYSO United will need to be approved by the AYSO Office.



6. Financial Policy

Part I. Purpose and Definitions

Section 101. Purpose

It is the purpose of this policy to ensure consistent conduct and the application of proper internal controls to safeguard the assets of American Youth Soccer Organization (AYSO) while performing the duties and obligations as described in its Bylaws, Policies, Procedures, and Rules & Regulations.

Unlike many other non-profit youth sports organizations, AYSO is a single corporation – one legal entity – and each Section, Area, and Region is a component of this corporation. Hence the assets of each Region (its bank accounts, savings accounts, development funds, equipment, etc.), as well as the liabilities (bills, leases, lawsuits, etc.), belong to the entire AYSO organization.

To this end, all funds raised and dispersed must be managed in such a way that AYSO does not assume unreasonable financial risks and the tax-exempt status enjoyed by AYSO will not be endangered. The provisions of this policy are included so that all of AYSO will conform to current Internal Revenue Service and Federal Government Regulations and other applicable law.

Section 102. Definitions

(a) The definitions in the AYSO National Bylaws (“Bylaws”) apply to this policy and additionally include the following:

1. “Area” means one of the areas established under Article 1, Section 1.02 of the Bylaws.
2. “AYSO” means the American Youth Soccer Organization, a California non-profit organization founded in 1964.
3. “Board of Directors” means the Board of Directors of AYSO established under Article IV of the Bylaws and may be used interchangeably with the term Board and NBOD.
4. “Director” means one of the staff leaders of AYSO who is tasked with managing the day-to-day operations of the AYSO Office, e.g., Director of Finance.
5. “Executive Members” means the Members of the National Board of Directors, Special Directors and others included by the National Board of Directors of AYSO, as well Section Directors, Area Directors, and Regional Commissioners, provided under Article I, Section 3.03 of the Bylaws.
6. “National Executive Director” means the individual appointed and responsible for the conducting of business and the management of affairs of AYSO established under Article XVIII of the Bylaws.
7. “Region” means one of the regions established under Article I, Section 1.02, of the Bylaws.
8. “Section” means one of the sections established under Article 1, Section 1.02 of the Bylaws.

(b) Additional definitions apply to this policy as follows:

1. "Applicable law" means the laws that govern a nonprofit organization incorporated in the State of California.
2. "Area Director" means the individuals established in Article VII, Section 7.02 of the Bylaws.
3. "Article" preceding a Roman numeral means a reference to a specific provision of the Bylaws.
4. "AYSO Leadership Team" means National Executive Director, Director of Finance and Accounting, Director of Human Resources, Director of Marketing, Director of Programs, and other key staff positions as determined by the National Executive Director.
5. "AYSO office" means the principal office of AYSO as established by the Board of Directors.
6. "AYSO Reference Book" means the manual with policies, operating guidelines, Bylaws, Rules & Regulations, and other governing documents.
7. "Budget Account" means a specific line item representing budgetary cost allocations for an event, program, or activity of AYSO.
8. "Committee" means a standing committee or special committee established under Article V of the Bylaws.
9. "Electronic banking" is the use of electronic means to transfer or receive funds directly from one account to another, rather than by check or cash. Also known as Electronic Funds Transfer (EFT).
10. "Event" means any AYSO sponsored event.
11. "Financial reports" means the combined financial and budget statements of AYSO entities.
12. "Form" means a template used for reporting financial transactions whether in writing, electronic, or otherwise.
13. "Generally Accepted Accounting Principles (GAAP)" refers to the standard framework of guidelines and standards for financial accounting used in the United States.
14. "Guest" means a person or persons who may be invited by AYSO to participate in an event or program at AYSO's expense.
15. "Investment" means the specific use of funds with the expectation that it will generate income or appreciate in value over time.
16. "Investment Committee" means the group designated to oversee investments as provided by Section 303 of this policy.
17. "Operating Division" means a Section, Area, or Region who is operating a program.
18. "Program" means the offering and operation of a variety of activities and events for delivering a quality soccer experience to all participants.
19. "Participating Member" means the individuals established in Article II, Section 3.04 of the Bylaws. Parents, guardians, and family members of registered players are also covered in this definition.
20. "Regional Commissioner" means the individuals established in Article VII, Section 7.03 of the Bylaws.

21. "Section Director" means the individuals established in Article VII, Section 7.01 of the Bylaws.
22. "National Treasurer" means the position established in Article VI, Section 6.11 of the Bylaws.

Part II. Tax Status And Financial Regulation

Section 201. Federal Tax Status

- (a) AYSO is a nonprofit, tax-exempt corporation, registered with the United States Internal Revenue Service, the State of California Franchise Tax Board, and the State of California Registry of Charitable Trusts. Our income tax-exemption status is determined by Section 501(c) (3) of the United States Internal Revenue Code and by Section 23701(d) of the State of California Revenue and Taxation Code.
- (b) Contributions and gifts to AYSO including Sections, Areas, and Regions are tax deductible to the extent applicable under current law. The IRS requires that donors be sent a written acknowledgment letter for any donation of \$250 or more. The acknowledgment letter must be sent by the level that received the donation (AYSO office, Section, Area, or Region) by the end of January for all such donations received in the prior year. The acknowledgement letter must contain the following (see section 401 for an example):
 - name of the organization (American Your Soccer Organization).
 - amount of cash contribution.
 - description (but not value) of non-cash contribution.
 - statement that no goods or services were provided by AYSO, if that is the case.
 - description and good faith estimate of the value of goods or services, if any, that AYSO provided in return for the contribution.
- (c) Like all others granted such status, AYSO must file an annual information return with the IRS (Form 990). Failure to file a return can cause a reclassification as a private foundation. This can lead to severe tax implications for AYSO as well as possible fines.
- (d) The Board of Directors shall have the opportunity to review the IRS 990 filing before it is submitted and shall answer affirmatively to the included questions regarding written conflict of interest, whistleblower, and document retention and destruction policies.
- (e) AYSO, having paid employees, must file wage reporting documents just as any business might. Failure to collect and pay social security, state income tax, or federal income tax withholding could subject AYSO to penalties and interest.
- (f) AYSO must also report payments to individuals who are Independent Contractors, working on behalf of the organization if the cumulative total annual compensation from one or more Regions, Areas, or Sections equals or exceeds \$600.00 per year per individual. AYSO is required to submit Tax Form 1099- NEC to each individual, and Form 1096 (Annual Summary and Transmittal of US Information Returns) directly to the IRS. Properly characterizing a person as an "independent contractor" or "employee" per IRS guidelines and California state law can be challenging and should be determined in consultation with the AYSO office.

Section 202. State Tax Status and Sales Tax

- (a) While AYSO is exempt from Federal Income Tax, that does not exclude AYSO from state and local Sales and Use Taxes which vary from jurisdiction to jurisdiction and state to state. AYSO may also be subject to property taxes in some jurisdictions.

- (b) Special exemptions for events can be obtained on a case-by-case basis in some states.
- (c) Exemptions can be granted in some states based on AYSO's tax status while each state differs in its approach. AYSO office must review and approve exemption applications.
- (d) An AYSO state sales tax exemption cannot be used by any other organization.
- (e) A monthly, quarterly, or annual sales and use tax report is filed by the AYSO office with the Department of Revenue in all states where AYSO operates, as required for the organization to remain in good standing and to conduct business in that state.

Part III. Financial Requirements and Procedures

Section 301. Management and Control

- (a) **Management Responsibility.** The Board of Directors is responsible for all corporate powers in managing all affairs and activities of AYSO, as set out in Article IV, Section 4.01 of the Bylaws. Responsibility for financial management, bank and investment accounts and other matters of specific fiduciary responsibility is delegated to the National Treasurer of the Board of Directors in Article VI, Section 6.11 of the Bylaws.
- (b) **Financial Performance Information.**
 - 1. The National President, National Treasurer, National Executive Director, and the Director of Finance and Accounting shall be in regular contact concerning the overall financial performance of AYSO.
 - 2. As required, all levels of Executive Members will communicate their financial performance to their next level of AYSO management no less than quarterly.
- (c) **Financial Accounts.** All revenue shall be deposited into, and all expenses shall be paid from, the following financial accounts:
 - 1. Operating accounts which are non-interest bearing.
 - 2. Money Market accounts, which are interest bearing. Funds from the Money Market account may only be disbursed to the operating or investment accounts of AYSO.
 - 3. Investment accounts as recommended by the Investment Committee (as provided by paragraph (a) of Section 303; and
- (d) **Petty Cash.** Maintaining a petty cash fund at the Section, Area, Region level is not permitted. This is defined as cash on hand at any given time and does not include a one-time use event cash box as referenced in Appendices Section 410 of this policy.
- (e) **Location of Financial Accounts.** All financial accounts of AYSO shall be under the financial responsibility of the AYSO office and the National Treasurer. For operational purposes, responsibility for the on-going financial management of accounts within the operating divisions will be delegated to the respective Director/Commissioner and their Treasurer. All operating cash of AYSO shall be placed in nationally recognized, FDIC insured, banking institutions.
- (f) **Account Name.** All financial accounts shall follow the AYSO office approved naming convention and shall be named to match our legal name "American Youth Soccer Organization" and AYSO office address. Additional identification of the operating division can be appended to the account using a DBA or memo reference.
- (g) **New AYSO Office Financial Accounts.** Any new financial accounts for the AYSO office shall be opened only by the AYSO office with authorized representatives being the AYSO National Executive Director, the AYSO

Director of Finance and Accounting, and the AYSO Director of Business Operations. These representatives will be designated signers on all bank and investment accounts. These new accounts shall be established using the AYSO preferred banking partners where possible. All accounts must be established with AYSO listed as the beneficial owner. Refer to <https://ayso.org/the-ayso-office/> to identify the directors referenced above.

- (h) S/A/R Accounts. Section, Area, Region accounts may be opened by local leadership in accordance with AYSO requirements. Standard documents are available for use in establishing these accounts in Sections 405 and 406 of this Policy. It is desired that new accounts utilize the AYSO preferred banking partners as listed on the AYSO Wiki and AYSO must be named as the beneficial owner.
- (i) Account Signers. All AYSO accounts must have an AYSO office representative or next level of AYSO executive management as an authorized representative or signer on the account. No signers on any account shall be of the same household or related by birth or marriage without explicit written approval of the Section Director.
- (j) Accounting Software. Section, Area, and Region accounts are required to use the AYSO digital accounting software of record. The AYSO Finance Department will assist all programs with implementation.
- (k) Receipts. All income of AYSO shall be reconciled and placed into approved AYSO financial accounts no later than 2 business days from original receipt. Use of these funds must follow AYSO National Policy Statement, Article 3, Section 3.9. Any funds received, at all levels of the organization, shall be deposited into an AYSO approved account in accordance with this policy.
- (l) Disbursements
 1. Cash disbursements shall only be made for the use of products or services that have been fully substantiated, documented, and approved in advance. Such expenses must be substantiated in the form of contracts, invoices, expense reimbursement requests or any other form that will provide validation of an expense incurred or a service rendered to or on behalf of AYSO, and where applicable must be supported by receipts or other confirmations that payment was made.
 2. Any Section, Area, or Region with a proposed contract for a duration of more than one year and all leases for fields and buildings must be forwarded to the AYSO Risk Management Department for review and approval prior to execution. The scope of such a review is to ensure there is no liability or risk to the Operating Program or the Organization. No payment to carry out any such contract may be made until a copy of the contract is reviewed, approved, and returned to the requesting Executive Member by the AYSO Risk Manager for execution by the Executive Member.
 3. No disbursements shall be made without proper approval and proper budget verification according to the AYSO Schedule of Limits and Volunteer Reimbursement Policy currently contained in the AYSO Reference Manual. In the event of an emergency, the disbursement shall be made only if approved by the person with budget-management authority, and the department or Section Director.
 4. AYSO reserves the right to recover any unauthorized disbursements.
 5. Authorized expenses shall be paid by check/electronic fund transfer from an approved AYSO operating account, or by AYSO's approved credit card program. Petty cash disbursements for incidentals may be made by the AYSO Accounting Department with proper documentation.
 6. Agreements that are for more than one year in duration shall be discussed with the finance committee prior to execution and notice given to the NBOD.
 7. All sponsorship agreements are subject to NBOD approval prior to execution.

(m) AYSO Office Expenses

1. Each payment for expenses shall be in accordance with the Schedule of Limits and Accounts Payable Approval matrix.
2. Invoices and any other supporting documentation shall be reviewed for proper approval and allocated to the appropriate budget code by the AYSO Office Budget owner then final review by AYSO Accounting department and be provided upon request to each those individuals listed in paragraph 301(b)(1).
3. Prior to distributing any payment, at least one of the individuals listed in paragraph 301(g) above must review and approve the transfer and the budget code listing.
4. At no time shall a signatory sign or approve electronically his or her own reimbursement check/transfer or a check/transfer payable to a family member.

Section 302. Fiscal Year Budget**(a) General Requirements**

1. The AYSO Office shall prepare, consider, and adopt a fiscal year budget for each fiscal year as provided in this section. The Director of Finance and Accounting and the National Treasurer will communicate goals and objectives for the fiscal year, as well as establish budgeting guidelines and timelines.
2. The National Board of Directors will submit an annual fiscal budget to the Executive Members at the National Annual General Meeting, predicated and based upon the set of goals and objectives for AYSO for the following fiscal year. The proposed budget shall provide a thorough and specific analysis and explanation of how the proposed amount and type of expenditure assists the Organization in attaining its stated goals and objectives.
3. All income shall be included in the appropriate fiscal year budget.
4. Player registration count shall be the basis for budgeting income from player registrations for the next fiscal year. A five-year historical count of player registration shall be included in the analysis and explanation of any proposed budget.
5. The creation of a deficit operating budget, one that assumes more expenses than revenue, is not permitted.
6. The budget shall include a line item allocating money to the Reserve and/or Investment account(s).

(b) Budget Preparation by Finance Department

1. Preparation of the AYSO Annual Budget shall begin on or about January 1 of each calendar year by the Director of Finance and Accounting and the AYSO Finance Committee.
2. The AYSO budget for the next fiscal year should be ready for National Board of Directors Approval 60 days prior to NAGM.
3. Once approved, the budget shall be reviewed monthly for comparison of accrued expenses to budget and deviations/projections reported to the National treasurer and NBOD.
4. The Director of Finance, National treasurer, or NBOD may require cessation of further expense items that are not aligned with the budget until reviewed and reported on rationale for deviation. Any significant spending beyond the approved budget must be justified to the Director of Finance and Accounting and the Board Treasurer

5. AYSO shall submit its final Annual Budget for the following fiscal year to the Executive Membership for information after approval and prior to the National Annual General Meeting (NAGM).

(c) National Board of Directors

1. The National Board of Directors shall review the proposed budget as submitted. The Board shall approve the proposed AYSO budget for the upcoming fiscal year 30 days prior to NAGM.

(d) AYSO Office

1. 30 Days prior to the NAGM, the AYSO Office shall post the approved budget to a secure site.
2. The AYSO Annual Budget approved by the Board of Directors for the following fiscal year shall be presented to the Executive Members for information at the AYSO National Annual General Meeting.

(e) Section, Area, Region

1. Sections, Areas, and Regions should create a budget annually. Once completed, the budget should be shared with the appropriate staff and Area Director or Section Director.

Section 303. Investment Accounts

- (a)** AYSO shall appoint an Investment Committee, as necessary, to establish a formal process for managing the excess cash assets of AYSO. The Committee shall be composed of the National Treasurer as Chairman of the Committee, the National President, and any other member of the Board of Directors as determined by the Chairman.
- (b)** Savings or Money Market accounts at nationally recognized FDIC insured institutions are considered approved operating accounts. Government backed treasuries, but not derivatives of government backed treasuries, are considered approved investment accounts.
- (c)** The Investment Committee shall make its recommendations to the Board for the investment of funds as follows (listed in the order of priority):
 1. Security.
 2. Liquidity.
 3. Rate of Return.
- (d)** The Board of Directors shall vote on any recommendations for investment by the Investment Committee, regarding the nature and amount of investments.

Section 304. Records and Reporting

(a) Financial Records

1. Under the supervision of the National Executive Director, the accounting books, records, minutes of proceedings of the executive members, the Board and the Executive Committee shall be kept at such place or places designated by the Board or, in the absence of such designation, at the principal business office of the Organization. The minutes and the accounting books and records shall be recorded, approved, and stored, capable of being converted into written, typed, or printed form.
2. All corporate financial records are kept in accordance with GAAP.

3. Regional financial records must be maintained for seven (7) years in accordance with AYSO Standard Regional Policies and Protocols, Article Eight, Section E and federal law. This storage requirement must be fulfilled digitally.
4. If using the AYSO digital accounting software of record, transactions should be categorized within 7-10 days from the date of the transaction, documentation should be uploaded regularly, and storage verified before destruction of the original documentation.
 - a) It is necessary to perform a month end close which consists of a review and reconciliation of the prior month's transactions within 10 days of the prior month end to fulfill our legal obligations.

Operating division financials maintained by methods outside of the AYSO digital accounting software of record should be converted to digital files (scan or picture of the paper financials and supporting documentation) and stored in such places designated and provided by the AYSO Office. Once digital files are uploaded, the physical should be properly disposed of using a shredder or other similar method. This information should be uploaded monthly during the playing season.

(b) Chart of Accounts

The Chart of Accounts will be maintained by the AYSO office staff under the supervision of the Director of Finance and Accounting. Any proposed change to the Chart of Accounts must be presented to the Director of Finance and Accounting.

(c) Reporting

1. The AYSO office will create various detailed monthly financial reports and submit to the following:
 - a) the Board of Directors.
 - b) Members of the Finance Committee.
 - c) Standing and Special committee chairs as applicable.
 - d) State Associations where AYSO is represented.
2. Financial reports of AYSO shall also be made available to the Board of Directors at each Board of Directors' meetings or at minimum quarterly and as required by applicable law.
3. National President, National Treasurer, and appropriate Executive Members, National Executive Director, Director of Finance and Accounting, and the appropriate manager responsible shall be contacted in a timely manner whenever any proposed or actual expense exceeds the budgeted amount.
4. The National Board of Directors shall provide periodic status reports regarding the budget performance of each goal and objective presented to the Executive Members.
5. The National Board of Directors shall furnish upon request an annual report to the Directors, Executive Members, and State Associations where AYSO is represented, not later than 180 days after the close of the AYSO fiscal year. The annual report shall meet all requirements of Article IX, Section 9.05 of the Bylaws.
6. Sections, Areas, and Regions should provide regular reports to their respective boards and staff. Reports including but are not limited to income, expenses, year-to-date budget versus actual, and cash on hand.
7. Sections, Areas, and Regions should provide the current budget and current financial reports to participating members upon request.

(d) Compensation and Required Information

1. Any person providing a service and receiving compensation from AYSO must provide to the AYSO office:
 - a) The person's name, address, and social security number, EIN, or other identification number; and
 - b) Completed and signed federal and state government forms that are to be filed in accordance with applicable law.
2. Federal Form 990 and California Form 199 shall be prepared annually by the external audit firm. They will be reviewed by the AYSO Finance Committee prior to the external audit firm filing them with the IRS by the required deadlines.
3. AYSO, through its contracted payroll processing company, will provide employees with W-2 forms and submit them as appropriate within current IRS guidelines.
4. Under the direction of the Director of Finance and Accounting, AYSO will prepare and file all 1099 Forms for services/service providers, in accordance with Federal and State regulations.
5. If it becomes necessary for the operating divisions to pay for services on behalf of AYSO. Each vendor, in addition to a Paid Services Agreement, approved by the AYSO Office, will need to provide a W-9 and a Certificate of Liability Insurance naming AYSO as additional insured. For additional information see National Policy Statement 2.5.

Section 305. Audits

- (a)** All financial accounts and activities of AYSO shall be audited annually or at any time to ensure compliance with this policy and GAAP as required by applicable laws.
 1. The AYSO office financial records are to be audited by an independent, nationally recognized auditing firm contracted to perform the audit in accordance with the Financial Accounting Standards Board (FASB) No. 117 requirements.
- (b)** The reports of all audits shall be provided to the Board of Directors, Audit Committee, and the AYSO Leadership Team.
- (c)** Section, Area, and Region accounts are to be audited on an annual basis or at the time of change of the executive member, Treasurer, or bank account signer.
 1. Auditors are to be elected by the respective board at the section or area level and may be invited to audit Regions outside their operating division.

Section 306. Physical Assets and Property

- (a)** Annually by June 30, the AYSO Office under the supervision of the Director of Finance and Accounting shall prepare an inventory of its physical assets and property.
- (b)** The master inventory of physical assets and property will be maintained by the AYSO office.
- (c)** The list of inventories shall include, but not be limited to the following items, more than \$5,000. As stated in capitalization policy and amortization policy
 1. A specific description of each asset, including brand name, model, and serial number of the asset.
 2. If the asset is land or structure a physical description of the condition of the asset and the address or physical location of the asset.

3. The person, including contact information, who has physical control over the asset.
4. The physical location of the asset; and
5. The current book value of the asset.

(d) Section, Area, Region Inventory

1. Each Section, Area, and Region should maintain a list of physical assets for the purpose of retaining ownership through leadership transitions.
2. The list should be in line with the guidelines as provided in Section 306 (c) of this policy.

Section 307. Expenses and Reimbursement

(a) Expenses

1. It is expected that the Board of Directors, committees, volunteers, employees, and guests will, from time to time, incur expenses on behalf of AYSO. AYSO is responsible for providing all Board members, committees, volunteers, employees, and guests with the AYSO Expense Reimbursement Policy for expenses as provided by this section.
2. Members of the Board of Directors, committees, volunteers, employees, and guests shall be reimbursed for actual, reasonable, and proper expenditures incurred in the conduct of approved business. Board members, committees, volunteers, employees, and guests of AYSO should not be penalized nor should they profit by adhering to this section with respect to expense reimbursements as per the Schedule of Limits.
3. Expense limits and reimbursement processes are detailed by the AYSO NPS 3.1 Volunteer Reimbursement Policy.

Section 308. AYSO Credit Cards

(a) AYSO Office

1. The AYSO Office will provide authorized individuals an AYSO issued corporate credit card; The National Executive Director or AYSO office Director of Finance and Accounting may approve credit cards to be issued in AYSO's name to be used by Board members, staff members, and executive members.
2. The annual fees for the credit cards shall be paid by the AYSO office and charged to the individual Board member's program account, the program account of the staff member, or the specified individual.
3. Complete credit card accounts and statements shall be accessible electronically to the AYSO office, which shall send payments to the credit card companies on a timely basis to avoid all interest charges.
4. Each card holder shall be responsible for submitting properly completed documentation with receipts attached to the AYSO office within 5 days of making the charge.
5. In the absence of an emergency situation, if the proper substantiation is not received within the 5-day period specified in subsection (d) of this section, a subsequent request to the non-reporting person, with a copy to the National Treasurer, will be made and will include notification that if submission is not received within 10 days, the issued credit card will be subject to cancellation and all card privileges will be subject to revocation.
6. If the proper documentation is still not received within the 10-day period, the AYSO office, after notifying the National Treasurer, will cancel the credit card.

7. Continued non-submission of proper documentation may be subject to federal reporting as non-employee compensation and backup withholdings may be applied.

(b) Section, Area, Region

1. Each Section, Area, or Region who opts to utilize the authorized AYSO credit card program shall follow the guidelines in this policy.
2. AYSO Office Corporate users must remain as administrators on all AYSO digital accounting program accounts. Executive Member and Treasurer users in each Operating Division are also required to be administrators on these accounts. All other users should be classified as members.
3. The Section, Area, or Region will provide authorized individuals with an authorized credit card. These are the only individuals authorized to use these credit cards as identified in the authorized AYSO cardholder agreement. Each authorized individual will be given a monetary allotment to use for AYSO approved transactions.
4. Complete credit card accounts and statements shall be accessible electronically and emailed to the executive member. Balances shall be paid in full by EFT monthly from the program account linked to the credit card provider.
5. Each cardholder shall be responsible for submitting copies of all receipts electronically through the credit card provider and coding transactions appropriately within 7-10 days but no more than 30 days from the date of the transaction after which time the transaction may be locked. In the event of an emergency preventing the timely submission of documentation, the person may be granted up to 60 days to process all receipts.
6. Operating Divisions cannot use the process of personal credit card purchases and reimbursement as an alternative method for using a credit card instead of utilizing the AYSO approved credit card program. Except in rare circumstances that are occasional in nature, when an AYSO approved card is not available, and/or budget/credit limitations cannot be resolved a volunteer may use a personal credit card at the time of purchase with the necessary approvals according to the Volunteer Reimbursement Approval Matrix. Volunteer use of personal credit cards for program expenses, solely for the purpose of accruing benefits, such as airline miles, is prohibited.
7. Any rewards granted to a cardholder/account within the approved AYSO credit card program must be credited to the Operating Division that accrued the rewards in the form of a statement credit on the account.

Section 309. Failure to Follow This Policy

1. If any person fails to comply with this policy, the National Treasurer, Director of Finance and Accounting and appropriate Executive members shall be notified.
2. The non-complying person shall be notified by the National Treasurer, Director of Finance and Accounting or appropriate Executive members, either electronically or by notice as determined in AYSO's sole discretion about the non-compliance and shall be requested to comply by a specified date providing for a reasonable period to comply.
3. If the non-complying person fails to comply by the specified date, a second notice shall be delivered which shall verify delivery to the person. The notice shall demand compliance within 10 days after the notice is delivered to the non-complying person. The non-complying person shall be subject to suspension from all AYSO activities at that time.
4. If there is further non-compliance, the non-complying person shall be subject to applicable law.

Section 310. Internal Review and Investigations

- (a) AYSO takes its fiscal responsibilities very seriously, including its responsibilities for oversight and protection of the financial resources of the organization and their proper use.
- (b) All persons or entities conducting business with AYSO, directly or indirectly, and others requesting expense reimbursement are required to cooperate fully with any investigation relating to the violation or noncompliance of this policy.
- (c) Cooperation includes being fully candid and forthcoming when interviewed and providing any requested records in the person's or entity's possession or to which the person has access.
- (d) All persons or entities are obligated to provide the best, most accurate and complete information. To prevent even the appearance that they are withholding pertinent information, Board members, employees, Committee members, volunteers or suppliers should avoid narrowly construing interview questions or record requests, and promptly provide requested records. Even when only a general question or issue is posed, the individual should still respond with specific information they recognize as being potentially relevant.

Section 311. Matters Not Provided For

- (a) Matters not provided for in this policy shall be determined by the National Board of Directors. The Board may delegate its authority for those determinations as appropriate.
- (b) This policy is subject to change as deemed necessary by the National Board of Directors.

Section 312. Chain Of Custody for Financial Accounts

The monies on deposit at the Section, Area, and Region levels are managed by each specific level. As AYSO accounts share one Taxpayer Identification Number (TIN), the money is wholly owned by AYSO.

Part IV. Appendices

Section 401. Donation Sample Letters

Sample Donation Request Letter

Date

Name

Address

City, State Zip Code

Dear (Name):

Thank you for your interest in contributing to (community) AYSO soccer. Your donation will improve the quality of our program. Last year's contributions made up (##%) of our budget, made it possible to keep the children's registration fee low and still:

- Buy more durable uniforms and soccer equipment,
- Provide coach and referee clinics for our volunteers,
- And improve the playing condition of our fields.

This year, we expect more than (#) (Community) children and (#) parent volunteers to sign up for AYSO soccer. It is fantastic to see such a large part of the community turn out to play together. However, as before, we are depending on generous contributions from our sponsors to maintain the high caliber of our program.

Standard sponsorships are \$____. We will recognize your sponsorship by [list methods of recognition e.g., banners, logo placement on t-shirts, etc.] Also, as a token of our appreciation, we will be sending you a wall plaque with your AYSO team.

As an option, you may wish to cover the registration fee of \$_____ for a needy child. Although we will not be able to put your name on [recognition method] or send you a team plaque, we will include your name on the list of donors to our scholarship fund.

Please return the enclosed form and envelope with your donation and we'll immediately return a thank you receipt that you can use for tax credit documentation. We will also be in contact with you regarding a digital file of your preferred image or logo for recognition.

If you have any questions, feel free to call me (phone number). Thank you again for your important support of this great program!

Sincerely,

(Region XXXX)

Sample Donation Return Form

Date

Name

Company Name:

Address:

City, State Zip:

Phone:

I wish to donate: \$_____

[\$_____ Sponsor; \$_____ Corporate. \$ any amount appreciated for scholarship fund]

☐ Please include my name on [recognition method].

or

☐ Please allow my contribution to remain anonymous.

I have enclosed my payment.

*

I understand that my contribution may be tax deductible to the extent permitted by applicable law.

Please return this form to:

AYSO Region XXXX

Address

City, State

Sample Donation Received Letter

Date

Name

Address

City, State Zip Code

Dear (Name):

Thank you for your generous donation of \$___. AYSO is registered with both the State of California and the IRS as a tax-exempt organization. Our federal tax ID number is 95-6205398. Please save this letter as an income tax receipt.

No goods or services were received in return for this donation.

If you have any questions, concerns, or ideas for our program, please give me a call at (phone number).

Sincerely,

Name

AYSO Region XXXX

Address

City, State

Section 402. Schedule of Limits and Expense Reimbursement for MY2023

The most current Schedule of Limits can be found on the AYSO Wiki.

	SAR	AYSO Office
Travel	Discretionary Account	Operating Account
Breakfast per person	\$20 – \$25	\$20 – \$25
Lunch per person	\$30 - \$35	\$30 - \$35
Dinner per person	\$50-\$60	\$50-\$60
Mileage Rate	TBD*	TBD*
Nightly Hotel Rate	\$250-\$300 or less	\$250-\$300 or less
Roundtrip Flight	\$300/\$500/\$1000 (Local/Regional/Cross Country)	\$300/\$500/\$1000 (Local/Regional/Cross Country)
Office Supplies	Discretionary Account	Operating Account
Computer/Laptop with software	\$1000	N/A
Printer/Scanner Combo	\$125	N/A
Phone/Internet- Monthly	Discretionary Account	Operating Account
Telephone Plan (phone included)	\$125	N/A
Internet/Hotspot	\$50	N/A
Awards & Gifts** (per item)	Discretionary Account	Operating Account
Awards & Trophies	\$75	N/A
Gift Cards**	\$50	N/A

*The reimbursement rate is equal to the charitable mileage rate as defined by the IRS. Those that exceed this charitable rate may be subject to 1099-NEC for the full amount.

**Further explanation and protocol found in the Reimbursement Policy.

AYSO Office Operations Account – expenses related to training, development and travel to meetings or training events.

Discretionary Account – operating expenses related to proving soccer programs, sponsored training costs, awards and volunteer recognition.

The full AYSO Reimbursement Policy can be found in National Policy Statement 3.1.

Section 403. Volunteer Reimbursement Approval Matrix

Volunteer Reimbursement Approval (Not Reimbursed out of the National Budget)										
Volunteers		Required Authorizations								
Regional Volunteers		Regional Commissioner			Regional Treasurer					
AYSO		Revised:11/14/2023								
Accounts Payable Approval Matrix		Approvals Required (if multiple, only one required)			Required Documents (Receipt or Invoice)					
		None	Sr. Director	NED	SD	Admin Services Mgr	PDF or picture	Email/Divvy approval	Signed contract	Notes
Petty Cash			X							Not used often
Expense Reimbursements										
Office Staff			X			X	X	X		
Office Sr. Directors				X		X	X	X		
NED						X	X	X		
NBOD Members				X		X	X	X		
All SAR expenses against Ops					X	X	X	X		
Contract Items										
Rent, Service maintenance, etc. (C)			X				X		X	
Consulting and Software Agreements (C)			X				X		X	
Insurance Contracts (C)			X				X		X	eg. SAI, Liability, Umbrella, Health, Life
Hotel Contracts (C)				X		X	X		X	eg. NAGM
CAPEX										
Capital expenditures <= \$4,999			X				X	X		For single items > \$4,999 cap policy
Capital expenditures >= \$5,000				X			X	X	X	
A/P Expenses										
Utilities, phones, recurring bills (A)		X					X			
Legal Bills (B)				X			X	X		
Audit & Tax Invoices			X				X	X		
All Other AP <= \$50,000			X				X	X		
All Other AP >= \$50,001				X			X	X		

(A) No approval is required for recurring routine invoices, such as subscriptions, utility or phone bills, and invoices that are consistent from month to month

(B) Risk manager will review with legal commission if necessary

(C) No separate review or approval required if billed amounts agree with signed contract, all contracts/agreements must be signed by NED, Sr. Director or Admin Services Manager

Section 404. Accounts Payable Approval Matrix

Section 405 AYSO 2021 Corporate Resolution – Online Banking



AMERICAN YOUTH SOCCER ORGANIZATION

BE IT RESOLVED:

American Youth Soccer Organization (AYSO) authorizes its Regions, Areas and Sections that operate youth soccer programs in the United States, including its territories and protectorates, to open bank accounts using AYSO's Tax Identification number. AYSO's National Executive Director is hereby designated to provide a new authorization and complete a new Account Agreement for any change in signers on any such account and may delegate that authority to AYSO executive members as needed. Any bank where AYSO accounts are established shall be indemnified and held harmless from any loss suffered or any liability incurred by it in continuing to act in accordance with this authorization. AYSO agrees that said accounts will be utilized according to applicable laws and any deposit agreement. Said accounts may be subject to service fees if disclosed in any bank's existing fee schedule or if hereafter established. All existing and new accounts may participate in the bank's online banking services. This resolution reaffirms the existence of accounts which have been previously established on behalf of AYSO. This resolution or authorization will supersede all prior authorizations for said accounts at such time when changes in account signers are made and a completely new Account Agreement is completed.



(Select) President ~~Secretary~~
AYSO National Board of Directors

April 6, 2021
Date

MICHAEL KARON

Printed Name

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of LOS ANGELES

Subscribed and sworn (or affirmed) before me on this 6TH day of APRIL, 2021, by
MICHAEL KARON proved to me on the basis
of satisfactory evidence to be the person(s) who appeared before me.

Signature: 



Everyone Plays® | Balanced Teams | Open Registration | Positive Coaching | Good Sportsmanship | Player Development

Contact the AYSO Finance Department for the PDF file.

Section 406. Bank Letter – Opening New Account

Contact your Section Director or AYSO Finance Department for a letter authorizing the opening of new accounts under current federal banking rules of Beneficial Ownership.

Section 407. Bank Letter – Change Signers

Contact your Section Director or AYSO Finance Department for a letter authorizing the changing of account signers under current federal banking rules of Beneficial Ownership.

Section 408. AYSO Tax Status Letter



U. S. TREASURY DEPARTMENT
INTERNAL REVENUE SERVICE

DISTRICT DIRECTOR
P. O. BOX 231
LOS ANGELES, CALIFORNIA 90053

February 28, 1968

American Youth Soccer Organization
12501 S. Isis Ave
Hawthorne CA 90250

95-6205398

IN REPLY REFER TO
Form L-178
Code 414:RSY
LA-EO-68-189

PURPOSE Charitable	
ADDRESS INQUIRIES & FILE RETURNS WITH DISTRICT DIRECTOR OF INTERNAL REVENUE	
Los Angeles	
FORM 990-A RE- QUIRED	ACCOUNTING PERIOD ENDING
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	January 31

On the basis of your stated purposes and the understanding that your operations will continue as evidenced to date or will conform to those proposed in your ruling application, we have concluded that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code. Any changes in operation from those described, or in your character or purposes, must be reported immediately to your District Director for consideration of their effect upon your exempt status. You must also report any change in your name or address.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code, in which event you are required to file Form 990-T. Our determination as to your liability for filing the annual information return, Form 990-A, is set forth above. That return, if required, must be filed on or before the 15th day of the fifth month after the close of your annual accounting period indicated above.

Contributions made to you are deductible by donors as provided in section 170 of the Code. Bequests, legacies, devises, transfers or gifts to or for your use are deductible for Federal estate and gift tax purposes under the provisions of section 2055, 2106 and 2522 of the Code.

You are not liable for the taxes imposed under the Federal Insurance Contributions Act (social security taxes) unless you file a waiver of exemption certificate as provided in such act. You are not liable for the tax imposed under the Federal Unemployment Tax Act. Inquiries about the waiver of exemption certificate for social security taxes should be addressed to this office, as should any questions concerning excise, employment or other Federal taxes.

This is a determination letter.

Very truly yours,

F. S. Schmidt
District Director

FORM L-178 (6-64)

Internal Revenue Service

Date: June 18, 2007

AMERICAN YOUTH SOCCER
ORGANIZATION
% VIANSO
12501 ISIS AVE
HAWTHORNE CA 90250

Department of the Treasury
P. O. Box 2508
Cincinnati, OH 45201

Person to Contact:
Ms. Lankford 17-18878
Customer Service Representative
Toll Free Telephone Number:
877-829-6500
Federal Identification Number:
95-6205398

Dear Sir or Madam:

This is in response to your request of June 18, 2007, regarding your organization's tax-exempt status.

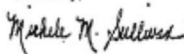
In February 1968 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization is also classified as a public charity under section 509(a)(2) of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 170 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,



Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations 1

Section 409. Chart of Accounts

AYSO Region Quickbooks Standard Chart of Accounts		
Account #	Account Description	Definition and Example
1000	Cash	Bank Accounts; Checking, Savings, etc. All bank accounts shall be GL codes between 1000-1299.
1300	Accounts Receivable	Money owed to Region;
1540	Prepaid Expenses	Payments made for a future season; Deposit for fields in upcoming season. Payments should be expensed in the new fiscal year using a journal entry.
1600	Payment due from AYSO Office	NPF refunds, other balances due from AYSO office; Expense Advance
1999	Undeposited Funds	Checks or cash not yet deposited at year end; Check received on 6/30, but not deposited until 7/1
5801	Assets (over \$1,000)	Fixed assets (over \$1,000) ; Storage sheds, lawnmowers, computers, vehicles
2010	Accounts Payable	Money owed to vendors or the AYSO office; Payments due to vendors for uniforms, equipment, etc received. NPF cash collected and due to AYSO office.
2150	Divvy Credit Card Payable	Money owed to Divvy Credit Card; Balance due on monthly credit card statement
2400	Deferred sponsors/contributions	Sponsors/contributions for the next membership year; Deposits made before June 30 for play that begins after July 1
2510	Deferred Registration Fees	Registration fees for next membership year; Deposits made before June 30 for play that begins after July 1
3010	Beginning Net Assets - Do Not Use	Beginning Net Assets; Do Not Use
3011	Current Net Assets - Do Not Use	Current Net Assets; Do Not Use
4005	Registration Fees	Fees paid for player registration for current membership year; Deposits for play in current membership year
4006	Registration Fee Refunds	Refund paid by the region when a player drops out; Refund checks written for players who decide not to participate
4007	Early Registration Discount	Amount charged for early registration for the current year; Deposits for play in current membership year
4008	Multi - Child Discount	Amount charged for more than 1 child in a family for current year; Deposits for play in current membership year
4009	Late Registration Fees	Fee charged to parent for registering after the season deadline.; Deposits for play in current membership year
4010	Merchandise Revenue	Revenue received from the sale of merchandise other than uniforms and t-shirts; Sales of equipment, pins, hats, etc.
4012	Merchandise Revenue - T-Shirts	Revenue received from the sale of T-shirts; T-shirt sales
4015	Training Registration Fees	Revenue received from training events; Deposits made from training receipts
4020	Tournament/National Games/Player Camp Refunds	Fees returned by tournament games/NG/camp ; Refund check written when a team/player drops out of event
4021	Tournament/National Games/Player Camp	Fees paid by teams to enter a tournament/NG or players to attend a camp; Tournament play or a region sponsored camp for players
4022	Tournament - Referee Commitment Fees	Tournament Referee Commitment Fees; Deposits paid by entered teams to cover referee obligations
4023	Tournament - Referee Commitment Refund	Tournament Referee Commitment Refunds; Refund checks written when a tournament team fulfills its referee obligations
4024	Concessions	Concessions Revenue; Sales from snack bar or concession stand or bake sale
4025	Tournaments - Vendors	Percentage of profit and/or set booth fee paid by vendors to tournament; Vendors (non-tournament operated) profit distribution or set booth fees
4027	Concessions - Packaged	Revenue received from anything that is packaged; Packaged chips, cans of soda, bottled drinks, wrapped candy, wrapped gum
4031	Cultural Exchange	Fees paid by players to be involved in cultural exchange competition; Including fees paid by foreign teams to enter a competition
4040	Fundraising - Other	Funds raised from specific events; *Varies by State, please contact The National Office
4310	Sponsors/Contributions/Donations	Contributions designated for scholarships, general donations; Corporate sponsors, company matching donations, gifts from donors
4959	Other Income	All other sources including uniform sales.; Sale of fixed assets or income from sublease of field space. Income from closed region bank accounts (Sections and Areas).
9105	Interest Income	Interest Income; Interest from bank accounts, investments
5101	Uniforms - Players - TAX PAID	The purchase of player uniforms that sales tax was paid; Costs of uniforms including screening, printing, or airbrushing of uniforms
5102	Uniforms - Coaches - TAX PAID	The purchase of coaches uniforms that sales tax was paid; Costs of uniforms including screening, printing, or airbrushing of uniforms
5103	Uniforms - Referees - TAX PAID	The purchase of Referee uniforms that sales tax was paid; Costs of uniforms including screening, printing, or airbrushing of uniforms
5104	Uniforms - Other - TAX PAID	The purchase of Other uniforms that sales tax was paid; Costs of shirts or other identifying gear for Region/Area/Section staff
5105	Uniforms - Players - NO TAX PAID	The purchase of Player uniforms that sales tax was NOT paid; Purchasing uniforms from a vendor that does not charge sales tax
5106	Uniforms - Coaches - NO TAX PAID	The purchase of Coaches uniforms that sales tax was NOT paid; Purchasing uniforms from a vendor that does not charge sales tax

AYSO Region Quickbooks Standard Chart of Accounts		
Account #	Account Description	Definition and Example
5107	Uniforms - Referee - NO TAX PAID	The purchase of Referee uniforms that sales tax was NOT paid; Purchasing uniforms from a vendor that does not charge sales tax
5108	Uniforms - Other - NO TAX PAID	The purchase of Other uniforms that sales tax was NOT paid; Purchasing uniforms from a vendor that does not charge sales tax
5111	Field expenses	Expenses related to field maintenance; Grounds maintenance, upgrades, paint, bleachers, etc.
5115	Facility/Park Fees	Fees paid to parks & rec, schools, municipalities, private owners, etc.; Field, facilities, hall or meeting room rental or lease
5130	Equipment - TAX PAID	The purchase of Equipment that sales tax was paid; Goals, nets, flags, balls, etc.
5135	Equipment - NO TAX PAID	The purchase of Equipment that sales tax was NOT paid; Purchasing equipment from a vendor that does not charge sales tax
5140	Storage Fees	Storage rental fees; Fees for renting storage bins or other storage space
5150	Trainer Payments	Region/Area fees paid to specialized trainers - policy under review*; *NBOD approved only -- contact National Office for information
5155	Payments to Playing Circuit	Fees paid to non-AYSO organizations by participating teams*; *NBOD approved only -- contact National Office for information
5200	National Games only - start up seed money	National Games only - Loan and repayment to National Office; Unique to National Games only
5205	National Games only - Business Expenses	Expenses incurred for National Office/National reps related to National Games; Travel, lodging, meals, rentals
5208	Tourn/National Games-Opening Ceremonies	Tournament / National Games; Expenses incurred at a tournament/National Games
5209	Tourn/National Games-Banners and Signs	Tournament / National Games; Banners & signs made especially for an event
5210	Tourn/National Games-Traffic Control	Tournament / National Games; Hired Police / Security expenses
5211	Tourn/National Games-Entertainment	Tournament / National Games; Contracts with companies for services rendered
5212	Tourn/National Games-ID Cards	Expenses incurred to produce identification for participants; Includes badges, badge holders, photos
5213	Tourn/National Games-Insurance	Costs for additional insurance; Special event insurance for tournaments/National Games
5220	Tourn/Player-Incentives,Trophies,Awards	Expenses related to incentives, trophies & awards; Banquets, picnics, recognition/scholarship awards, celebrations, etc.
5221	Tournament - Coaches Expenses	Expenses incurred for coaches; Coach giveaways such as t-shirts, pins, bags,
5222	Tournament - Referee Expenses	Expenses incurred for referees; Referee giveaways such as t-shirts, pins, coins, bags, meals
5223	Tournament - Other	Expenses that is not player, referee, or coach related; T-shirts, meals, beverages for volunteers,
5224	Tournament - Water, Food	Expenses for water and food for referees, staff; Tournament provides food and beverage for these volunteers
5225	Concession Expenses	Expenses incurred to generate concession revenue ; Cost of goods sold inc food, beverages, utensils, equipment rental, etc.
5226	Tournament - Medical Personnel	Expenses incurred for medical personnel ; Ambulance/Paramedic personnel, medical staff, equipment, etc.
5227	Tournament Planning Meetings	Expenses related to tournament planning ; Cost of meetings, rental, food, supplies, etc.
5228	Tournament/National Games Entry Fees	Entry Fee paid to tournaments/Games or to National Office to host tournament; Team fee for entry into event or required National Office tournament application fee
5229	Tournament/Player Camp Expenses	Additional expenses related to tournament or player camp expenses; Additional Expenses - must be spelled out in budget
5235	Merchandise Expense	Expenses for T-shirts, pins, equipment, etc. to sell; Selling T-shirts, pins balls, etc.
5239	Cultural Exchange Expenses	Expenses related to Cultural Exchange; Expenses incurred to generate cultural exchange competition
5241	Playoff Expenses	Expenses related to end of season playoffs; Facilities, equipment expenses related to hosting playoffs
5255	Ads/Social Media/Newsletter/Yearbook/Pictures	Social Media, advertising, newsletters, yearbook, photos; Advertising, social media, newsletter, Yearbook, photo expenses
5261	Fundraising Expenses - Concessions	Expenses incurred to generate concession revenue ; Cost of goods sold inc food, beverages, utensils, equipment rental, etc.
5262	Fundraising Expense - Other	Expenses incurred to generate revenue from specific events; Auctions, fund raising dinner, raffle, solicitations, door to door candy sales
5272	Awards & Trophies TAX PAID	Awards/Trophies Where Sales Tax was paid. Includes gifts.; All gift cards are not taxable, code here.
5273	Awards & Trophies NO TAX PAID	Awards/Trophies Where Sales Tax was not paid. Includes gifts.;
5274	Volunteer Recognition	Volunteer Celebrations-Events; Banquets, picnics, recognition events, celebrations, etc.
5275	Donation Expense	Expenses incurred for donations to other entities; Disaster relief , aid to other regions, sponsorships, educational programs
5431	Clinic Training Expenses - Player	Expenses related to Clinic/Training for Players; Regions provide training opportunities for players

AYSO Region Quickbooks Standard Chart of Accounts		
Account #	Account Description	Definition and Example
5432	Clinic Training Expenses - Coaches	Expenses related to Clinic/Training for Coaches; Regions provide training opportunities for coaches
5433	Clinic Training Expenses - Referees	Expenses related to Clinic/Training for Referees; Regions provide training opportunities for referees
5434	Clinic Training Expenses - Other	Other Clinic/Training Expenses ; Regions provide training opportunities for other volunteers
5702	Payments to AYSO Office - Donations	Donations to national office; Not used regularly. Request guidance from national office.
5705	Payments to AYSO Office - Sales Tax	Sales tax accruals and invoices; Payment of the National Office for sales tax invoices
5706	Volunteer Membership Program & Screening	Volunteer fees paid by region; Volunteer background checks and fingerprinting
5710	Payments to Affiliates	USYS and State Associations by teams*; *NBOD approved only -- contact National Office for information
5715	Payments to Referees (Playing Circuit)	Fees paid to referees when playing in approved non-AYSO circuits*; *NBOD approved only -- contact National Office for information
7401	Travel - Other	All other travel related expenses (hotel, car rental, airfare, individual travel meals etc); All travel expenses must have supporting documents on itemized receipts. Food expense related to conferences and meetings belong in 7430.
7430	Conferences/Meetings	Expenses incurred for travel to local region or area meetings; Lodging, transportation, meals, supplies, fees
7431	Section/NAGM	Expenses incurred for travel to Section & NAGM conferences; Lodging, transportation, meals, supplies, fees
7435	Travel Mileage	Mileage by automobile for AYSO business; Reimbursements for mileage incurred while conducting AYSO business
7515	Phone/Internet/website	Expenses incurred for AYSO phone, internet or website; Website maintenance, phone bills, internet service for AYSO use
7535	Postage	Postage expenses incurred for AYSO related business; Postage for mail-outs, advertising, etc.
7540	Freight paid for uniforms and equipment	Freight paid for the shipping of uniforms and equipment; The freight charge printed on the invoice for the purchase of uniforms or equipment
7610	Computer Software	Software and software subscriptions; Quickbooks, etc.
7625	Office Supplies	Expenses incurred for office supplies; Paper, stationery, envelopes, computers, desk supplies, etc.
7695	Miscellaneous Supplies	Supplies - all other supplies; Supply center orders, if not other expense categories are relevant; Coded items will require receipts or invoices to be sent to National Office on request
8305	Bank and Credit Card Fees	Fees incurred by region for bank accounts. Merchant Fees; Cost of checks, bounced checks, service charges, credit card merchant fees charged by use of apps like Stripe.
8595	Other Expenses	All other expenses; Coded items will require receipts or invoices to be sent to National Office on request. Closed Region expenses (Sections and Areas).

The most current Chart of Accounts can be found on the AYSO Wiki.

Section 410. Fundraising Policy

Under Construction. To be presented at a future date for inclusion in this policy.

7. AYSO Fundamentals

Vision Statement

To provide world class youth soccer programs that enrich children's lives.

Mission Statement

To develop and deliver quality youth soccer programs, which promote a fun, family environment based on our philosophies:

Everyone Plays® - Our goal is for kids to play soccer—so we mandate that every player on every team must play at least half of every game.

Balanced Teams - Each year we form new teams as evenly balanced as possible—because it is fair and more fun when teams of equal ability play.

Open Registration - Our program is open to all children who want to register and play soccer. Interest and enthusiasm are the only criteria for playing.

Positive Coaching - Encouragement of player effort provides for greater enjoyment by the players and ultimately leads to better-skilled and better-motivated players.

Good Sportsmanship - We strive to create a safe, fair, fun and positive environment based on mutual respect, rather than a win-at-all-costs attitude, and our program is designed to instill good sportsmanship in every facet of AYSO.

Player Development - We believe that all players should be able to develop their soccer skills and knowledge to the best of their abilities, both individually and as members of a team, in order to maximize their enjoyment of the game.

The mission is accomplished by providing these essential services:

- Quality educational programs (coaching, instruction, management and officiating)
- Quality administrative and operational systems with a support network
- Integrated volunteer network, supported by a national staff
- Program research and development
- Strong financial position

History of AYSO

The American Youth Soccer Organization (AYSO) was established in Torrance, California in 1964 with nine teams. It was the dream of a group of devoted soccer enthusiasts who started the organization in a garage. Today, AYSO has more than 40,000 teams more than 400,000 players. The organization also employs a staff of 25 at its Office in Torrance, California, to assist the nearly 600 AYSO programs that are operating throughout the country.

Over the years, AYSO has created many valuable programs and concepts. Most notably, AYSO revolutionized youth sports with its “Everyone Plays” and “Balanced Teams” philosophies. In AYSO, each child who registers is

What Is AYSO?

guaranteed to play at least half of every game. To help create evenly matched games, all AYSO players are placed on new, or “balanced,” teams each season.

Since its establishment, AYSO has continued to grow and offer its membership an increasing array of relevant programs.

In 1971, two members in California’s San Fernando Valley developed AYSO’s first girls’ program. Currently, fully 50 percent of AYSO’s players are girls.

In the mid-70s, an AYSO coach chartered new territory as he welcomed the organization’s first player with Down syndrome. As a result of this landmark union, soccer was introduced into the Special Olympics. Today, AYSO offers its membership the EPIC – Everyone Plays In our Communities - Program for kids and adults with physical and mental disabilities. EPIC boasts 190 programs and approximately 5,000 players.

AYSO has found a home with Americans abroad. AYSO programs in the U.S. Virgin Islands and in Trinidad and Tobago share the AYSO philosophies off-shore.

AYSO is dependent upon volunteers to run its programs. Parents and community members donate their time as coaches, referees, team parents, administrators, sponsors and in a host of other positions. In 1998, AYSO unveiled its groundbreaking system for Volunteer Certification under the Safe Haven Program. The Safe Haven Program is designed to strengthen the organization’s role in child and volunteer protection. Because AYSO is primarily a youth sports organization, it realizes the importance of providing a safe and healthy atmosphere for children. AYSO is continually working to improve the education of its volunteers in the fields of child development, human behavior, and sports psychology, with a strong emphasis on ethics, sportsmanship and the development of the whole child.

AYSO is a National Association Member of the United States Soccer Federation. Through the years, the organization has also maintained relations with organizations such as the National Council of Youth Sports, Girls Scouts USA, the National Association for Sports and Physical Education, People to People, Optimists International, Police Athletic Leagues, the National Alliance for Youth Sports, the Positive Coaching Alliance, Boys and Girls Clubs of America, National Recreation and Parks Association, YMCA, and the Josephson Institute of Ethics. In addition, AYSO works closely with numerous corporate partners who support the organization as part of AYSO’s National Team of Sponsors.

AYSO has been the leader in establishing groundbreaking youth soccer programs in the United States. The organization is proud to have paved the road for youth soccer.

What Is AYSO?

Everyone Plays! Boys and girls are not registered on their merits as soccer players, but rather on their interest and enthusiasm. Our objectives are to teach, promote and develop youth soccer in the United States, and to develop America’s youngsters in body and character.

All of AYSO's coaches, referees, managers and other local officials are volunteer members dedicated to our youth, their communities, and AYSO's philosophies and objectives.

The organization is governed by a National Board of Directors and the National President, all of whom are volunteers. The staff at the AYSO Office works closely with the Board of Directors to provide a multitude of services for the membership: training support for coaches, referees, and local volunteer administrators; data processing services; accounting; accident reimbursement; risk management; tournaments; cultural exchange information; recognition programs and educational seminars.

The grass-roots level of AYSO starts with a local, community-based league known as a Region. Each Region is headed by a Regional Commissioner. Regional Commissioners have the responsibility and authority to guide the business of the Region within the framework of AYSO philosophies, official policies, *National Rules & Regulations*

and national bylaws. Depending on its stage of development, a Region might have as few as 12 or as many as 500 teams, grouped for competition into boy and girl divisions by age. EPIC (formerly VIP) divisions for players with physical and mental disabilities exist in many Regions as well.

Area Directors provide advice and support to the operations of several Regions within a certain geographical area. Area directors ensure that the Regions adhere to national policies and procedures and are responsible for performance and growth in their Areas. Section Directors are responsible for the general welfare and administration of a Section, which consists of a number of Areas.

The members of the National Board of Directors, Special Directors, Section Directors, Area Directors and Regional Commissioners (of chartered Regions) are known as executive members and are the voting members of AYSO.

This is the team! From the local Region to the National Board, all of AYSO recognizes the value of a healthy competitive environment where children can grow and develop through soccer. It's fun, and it's all AYSO!

Federation Internationale de Football Association

Soccer is played throughout the world. The international governing body of soccer is the Federation Internationale de Football Association, most commonly referred to as FIFA (pronounced FEE-fah). FIFA was founded in Paris in 1904 by the football associations of France, Belgium, Denmark, the Netherlands, Spain, Sweden and Switzerland.

Today, FIFA consists of the national association of each member country. Only one association is recognized in each country, however, each of the four British associations (England, Scotland, Wales, and Northern Ireland) are recognized as members of FIFA. The headquarters for FIFA have been in Zurich, Switzerland, since 1927.

The aims of FIFA are:

1. To promote the game of soccer in every way that seems proper.
2. To foster friendly relations among the officials and players of national associations by encouraging soccer matches at all levels.
3. To control soccer by taking all measures, in order that the statutes and regulations are respected.
4. To decide all differences that may arise.

CONCACAF

FIFA member national associations are divided into six continental confederations: Africa, Asia, South America, Confederation Norte-Centroamericana y del Caribe (CONCACAF), Europe, and Oceania. The United States is a member of CONCACAF, which is comprised of 41 countries from North and Central America and the Caribbean.

United States Soccer Federation

The United States Soccer Federation, Inc. (USSF), is the national association for the United States. It is recognized as the national governing body of soccer in the United States by FIFA and the United States Olympic Committee. The headquarters of USSF are located in Chicago, Illinois.

AYSO is a National Association Member of the USSF and, along with the United States Youth Soccer Association, Inc. (USYSA), is a member of the Youth Council.

AYSO and USYSA boards of directors, based upon the recommendations of the joint committee of AYSO and USYSA representatives, have adopted the following guidelines, which are consistent with the April 1989 AYSO/USYSA agreement, for the good of youth soccer.

Guidelines for Cooperation

Creation of combined AYSO and USYS or independent leagues is not recommended. Interplay with USYS or independent teams when not necessary to provide playing opportunities for AYSO teams during the Standard Primary Program due to circumstances peculiar to a particular Region is discouraged. Specific insurance requirements applicable to interplay with other organizations must be complied with and approval from the applicable Area and/or Section Director is required for interplay. The same sets of requirements are applicable to all Secondary and Pilot Program teams. The applicable USYS state association and AYSO Regional Commissioner shall be notified of team interplay. Combined AYSO and USYS leagues are NOT recommended. Dual registration is permitted, but no player may switch to the other organization until his or her obligation with that team has been completed, and no recruitment of players from one organization's team to another organization's team is permitted until the first organization's season has been completed.

Tournaments

Participation in Outside tournaments (non-AYSO) is permitted. Each organization is encouraged to host open tournaments. Any team invited to a tournament must comply with the rules of the host organization. All teams must follow travel rules according to the Travel and Tournament Policies Manual of their respective organizations. Applicable insurance requirements must be satisfied and approval by the Area Director must be received.

Laws of the Game

The *Laws of the Game* are maintained and altered by the International Football Association Board. The International Board meets annually to consider any requests for changes to the Laws or any decisions necessary to clarify any aspect of the Laws. Any such changes decided upon at that meeting go into effect on July 1 each year. IFAB publishes a copy of the *Laws of the Game* each year.

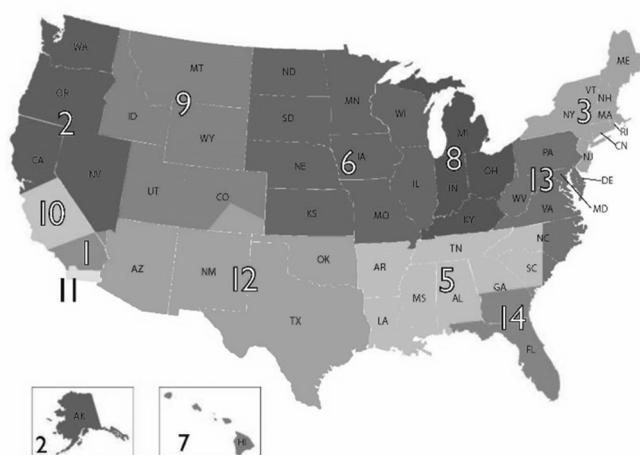
AYSO, with the permission of FIFA, publishes an AYSO edition of the *Laws of the Game* each year. All AYSO matches are conducted in accordance with the current *Laws of the Game* and decisions of the International Board, subject to those modifications approved by IFAB and adopted by AYSO in the current *AYSO National Rules & Regulations*.

Copies of both the *Laws of the Game* and *AYSO National Rules & Regulations* are available from the AYSO Supply Center. AYSO volunteers are encouraged to keep abreast of the most current version of the *Laws of the Game* and the *National Rules & Regulations*.

AYSO's Organization

What is a Region? What is an Area? What comprises a Section? What relationship is there between the National Board of Directors and the AYSO Office? The American Youth Soccer Organization is a complex organization built around the National Bylaws and the Articles of Incorporation. The structure and lines of authority and responsibility are shown below.

Figure 6-1: AYSO Sections



National Scope

Legally speaking, AYSO is a single, California corporation comprised of nearly 1000 local Regions – leagues -- across the United States. AYSO qualifies as a non-profit organization under Section 501(c)(3) of the Internal Revenue Service code. A volunteer National Board of Directors governs the overall AYSO organization. AYSO's national headquarters, called the AYSO Office, are located in Torrance, California. The staff of approximately 25 at the AYSO Office provides many services to the Regions including computerized registration, publications, liability and accident insurance and training programs for volunteer coaches, referees and administrators.

Sections, Areas and Regions

This national organization is divided into Sections. Sections are often, but not always, divided by state lines, and strong associations due to physical geography and historical relations are considered when new Sections are created or boundaries are redrawn. Restructuring is most often an attempt to achieve parity among the Sections and, at the same time, reduce the workload of Section staff members.

After collaboration with the former and current Section Directors impacted, the boundaries of Sections 12 and 14 are modified in accordance with the map attached hereto (see above) effective 12/14/2024. The purpose of this motion is to allow these Section Directors to focus on supporting the existing Areas and Regions while opening up the green field spaces for AYSO brand expansion efforts. The Program Implementation team is creating a business plan that will focus on gains in these two States while continuing to support existing programs as needed and requested.

Section 12 will be comprised of the existing portion of AZ, all of NM, and Regions 528 Kerrville, 714 Fredericksburg, 272 El Paso in Texas, and Region 969 in Oklahoma City.

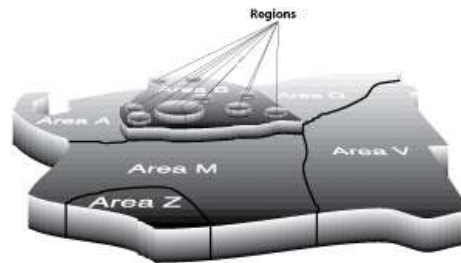
Section 14 will be comprised of Regions 345 Okeeheelee Park, 644 Weston, 660 Key West, 805 Homestead, 864 Key Largo, 1267 Clewiston, 1370 Boynton Beach, and 1521 Loxahatchee.

The balance of FL and TX will not be assigned to a Section.

Each Section is subdivided into a number of Areas. The Area boundaries are defined by "territories," in a sense. Some Areas span a few square miles and contain several bordering Regions while others span more than one state with Regions spread out across it. Currently, the largest number of Areas in a Section is 11 while the smallest is three.

Areas, in turn, are comprised of Regions – the heart and soul of AYSO. Regions are defined by neighborhoods in urban Areas, while in outlying areas a Region may encompass one or more towns or communities. In highly populated areas, Regional boundaries will “touch,” while in other parts of the country there may be several miles between Regions. As new Regions are developed, they are added to an Area based on location.

Figure 6-2: Section, Area, Region Structure

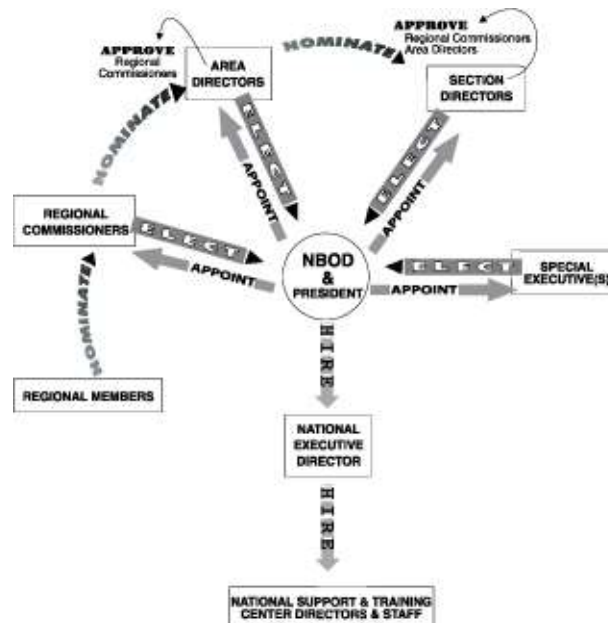


AYSO Directors and

AYSO Office Staff

Please reference [ayso.org](http://www.ayso.org) for up-to-date contact information on the National Board of Directors, Section Directors and AYSO Office staff. You can send email messages to AYSO Office staff through links found on our Web site at <http://www.ayso.org/About/Contact> or support@ayso.org.

Selection of Executive Members and Staff



AYSO Services and Benefits

Easy Access

Access to the AYSO Office at 19700 S. Vermont Ave. Suite 103, Torrance, CA 90502 is provided via a toll-free number, (800) USA-AYSO (800-872-2976), and 24-hour voice mail, so that every AYSO program may easily contact staff for assistance. Additional access to information about AYSO is provided on the AYSO Web site at www.ayso.org, the AYSO Wiki <https://wiki.ayso.org/>.

Membership Assistance

The best resource to answer questions concerning rules, policies, field sizes and insurance is your Regional Commissioner, Area Director or Section Director. You can also call Member Relations at the AYSO Office or email support@ayso.org.

Legal Assistance

AYSO provides legal assistance to member Regions for everything from negotiating field leases to handling lawsuits.

Risk Management

AYSO's Soccer Accident Insurance provides reimbursement to registered players, coaches, referees and other volunteers for costs of medical care related to an injury sustained during an AYSO activity. Soccer Accident Insurance is supplemental to private insurance or, if the player or volunteer is uninsured, may reimburse up to the maximum of \$50,000 per injury less a deductible. A detailed brochure explaining the program and coverage is available to all members on the AYSO Wiki, https://wiki.ayso.org/wiki/Category:Insurance_And_Safety.

An Errors and Omissions policy covers directors and Regional Commissioners in their volunteer representation of the Organization.

AYSO carries liability insurance to cover our programs nationwide. Regions may apply directly to AYSO's insurance carrier or take advantage of an on-line service to get Certificates of Insurance that are required by most facilities for use of fields or buildings for soccer matches, practices, meetings, social gatherings and other program activities.

Communications

AYSO.org is the official Web site of AYSO and includes regular updates, news and enhancements. Email is the other online communications tool that is regularly used to inform AYSO membership of new programs, services and opportunities.

Accounting Services

All financial reporting necessary to maintain AYSO's nonprofit status is conducted by the Finance and Accounting staff of the AYSO Office.

Under AYSO's 501(c)(3) nonprofit corporation status, all Regions receive the benefits and are eligible to apply for non-profit bulk mail permits and receive tax deductible donations.

Registration/Data Processing

Maintenance of registration files for players and volunteers is accomplished through a web-based, database system at the AYSO Office. This system can be accessed via the web and enables volunteers the ability to track players, manage rosters and create reports in various formats, such as specialized listings, mailing labels or e-mail distribution lists. The AYSO Office also provides registration processing services for Regions unable to do this on their own.

Events

EXPO Meetings

AYSO recognizes the need to provide opportunities for our volunteers to network, to hear the AYSO national message and to take part in training. To that end, meetings are held throughout the country to provide these opportunities. The scope and variety of training offered at the EXPOs varies to assure that a broad spectrum of volunteer needs is met. These sessions provide attendees the opportunity to meet other volunteers and share common experiences, problems and solutions – an invaluable benefit. Exhibitor shows are held at all AYSO EXPOs.

The National Annual General Meeting (NAGM)

Once each year, AYSO's executive membership comes together to vote on changes to the National Bylaws, Rules & Regulations, and to participate in the election of National Board Members and President. The NAGM provides each chartered Region with the opportunity to have a voice in the future and direction of AYSO.

Member Relations

The Member Relations Staff provides timely, knowledgeable and sensitive communications; accurately collects, maintains and reports information about AYSO and its members and is essentially the "customer service" arm of the AYSO Office for those with questions or issues regarding the delivery of AYSO programs.

AYSO Programs

AYSO Programs provide information on and support for all of the AYSO Player Programs and educational materials that relate to the development of our young players and their coaches, referees and all other volunteers. For example, AYSO's National Coaching Program provides a continuum of age-appropriate training courses for the volunteer coaches. Other programs administered by Programs include curriculum for Referees, Administrators, Instructors, the Safe Haven Program, EPIC, Tournaments, AYSO National Games and AYSO Soccer Camps.

Good programs require good training. It is AYSO's intent to provide all volunteers with the education and tools to perform their functions well. Throughout the varied training programs AYSO has developed one common thread—the ultimate beneficiaries must be the children of AYSO.

Training programs available in AYSO can be broken into the following main areas:

- Safe Haven Training - See "Safe Haven Program."
- Coach Training - See "National Coaching Program."
- Referee and Referee Assessment Training - See "National Referee Program."
- Administrator/Management Training - See "Administrator/Management Program."
- Instructor Training - See "Instructor Program."

Tournaments and the National Games

Several AYSO programs utilize tournaments as a way to extend additional playing opportunities to kids. The Tournament and National Games Handbook provides information on creating and running tournaments. The AYSO National Games was introduced in 1988 and is held every even numbered year. The National Games brings together teams from across the country for a week of friendship, Soccerfest, competitive matches and team activities. A listing of AYSO-approved tournaments are available on the AYSO Web site. Additional information on tournaments and secondary play opportunities is contained in Chapter 14.

Publications

A Parent's Guide to AYSO, a handy guide to AYSO and the sport of soccer, is a valuable resource for educating parents or new volunteers and details the philosophy of AYSO, the basics of soccer and much more. *A Parent's Guide to AYSO*- <https://aysovolunteers.org/content/index.html#/>. It is a quick, entertaining introduction to AYSO, its philosophies and programs.

The Insider is a weekly e-newsletter that provides AYSO Regional Commissioners, Area Directors, Section Directors and their boards and staff relevant news and useful information. It keeps AYSO's volunteer management up to date and connected.

Whistle Stop is a bi-weekly e-newsletter for AYSO volunteer referees that offers useful advice, tips and information to grow their knowledge and enhance their AYSO refereeing experience.

Hey Coach! is a weekly e-newsletter for AYSO volunteer coaches that gives hands-on advice, useful insight and practical tips to creating the best experience for AYSO players...and insuring that it's fun to be an AYSO coach.

Licensing, Sponsors and Contributions

National sponsor, licensing, and contribution programs help keep AYSO player fees low. These programs are overseen by the Marketing Department at the AYSO Office.

Marketing, Public Relations & Media Assistance

Public relations and Region marketing support services, including publicity and other media assistance, are offered through the Marketing Department of the AYSO Office.

Official Sponsors

National sponsors help fund AYSO's day-to-day operations. Their subsidy keeps player's fees low and affordable for AYSO's membership. AYSO is a non-profit organization and it values its National sponsors' and licensees' contributions, participation and enthusiasm for the match.

For more information about the companies and brands that are engaged with AYSO's families, contact Shea McLaughlin at Sheam@ayso.org.

Growing AYSO

The Development Department promotes internal growth of existing Regions and the geographic expansion of AYSO into new communities. The Development staff & volunteer Section Developers work to identify Areas that will benefit from an AYSO program. Together with other AYSO Volunteers, they are committed to reaching out and allowing all children to have the opportunity of experiencing an AYSO Program locally. If you'd like to help develop an AYSO growth opportunity, please contact The Development Department at development@ayso.org.

8. Regional Operations

AYSO Legal Status

Unlike other youth organizations, AYSO is a single corporation – one legal entity – and each Region is a component of this corporation. Hence the assets of each Region (its bank accounts, savings accounts, development funds, equipment, etc.), as well as the liabilities (bills, leases, lawsuits, etc.), belong to the entire AYSO organization. Each Section Director, Area Director, Regional Commissioner and other Regional official is, in effect, an agent of the corporation, and therefore capable in varying degrees of creating legal obligations on behalf of AYSO. Similarly, if sued based on his or her participation in an AYSO program in his or her capacity as an AYSO Officer, each AYSO official will be protected by AYSO, provided he or she has acted in good faith. The key question is whether the official was acting within the scope of his or her authority, vis-à-vis the claimant – not only actual, but apparent (i.e., was it reasonable for the claimant to believe the AYSO official was acting within the scope of his/her authority as an AYSO official).

For example, it is probably reasonable for a third party to accept an AYSO Regional check signed by a Regional Treasurer without double signature, even though the treasurer lacked real authority because of the AYSO double signature requirement. (This, of course, does not relieve the Treasurer of the responsibility to AYSO to have two signatures on all checks.) However, it would probably not be reasonable for a third party to accept the signature of a Regional official on a license agreement that obligates AYSO to do something nationwide.

Definition of AYSO Official

Executive members are official agents of the corporation and are defined in our governing documents. Executive members include Regional Commissioners, Area Directors, Section Directors, special directors and members of the National Board of Directors. From time to time, these executive members along with Area and Section staff members, members of the national commissions and employees of the AYSO Office are referred to as AYSO officials.

Legal Matters

No local AYSO official may file a lawsuit in the name of AYSO without approval of the AYSO Office.

The AYSO Office should be promptly notified of any claim against a Region, Area or Section or any AYSO official, whether filed or merely threatened. If a lawsuit is actually brought and an AYSO official is the named defendant the Legal Commission will confirm that he or she has acted with apparent authority in such capacity, and in good faith. If so, AYSO will move in the appropriate court to substitute itself as the proper party defendant or take appropriate action to assume the defense of such suit. Refer to Policy Statement 3.5.

Types of Claims

The largest group of claims involve personal injury and property damage. Keep in mind that personal injury claims to AYSO registered participants are covered by the Soccer Accident Insurance plan (the reporting procedures with respect to which must be followed); and there is insurance coverage for property damage that is handled through the AYSO Office. All such claims require timely reporting by local officials to the respective insurance agency and the AYSO Office.

AYSO Trademark

The AYSO name and its various logos are valuable intellectual property protected by copyright and trademark law. Policy Statement 1.1 describes in detail the approved use and applications of the name and logo. There are instances where people have attempted to use one of AYSO's trademarks or its format without AYSO consent. This is a matter of concern to AYSO and is usually handled by AYSO's outside counsel.

Leases and Other Material Contracts

Leases for fields or buildings and material contracts must be reviewed by the AYSO Office. The reason is that such leases or contracts may create liability on the part of the Region beyond its means or require a permanent commitment which will burden the future members of the Region or may result in liability to AYSO National.

How to Avoid Lawsuits

Act by consensus of the local board or group of disinterested third parties. Be conciliatory. Put as little in writing as possible of an inflammatory nature.

Field Use and Permits

- Where required, field use permits should be obtained six months prior to the season from the recreation department, school district or landowner. If required, a certificate of liability insurance, naming the recreation department or school district or property owner as an additional insured, can be obtained online on the AYSO Wiki: https://wiki.ayso.org/wiki/Category:Insurance_And_Safety.
- Obtain permits in the name of AYSO or AYSO Region #____.
- Submit any proposed leases to the AYSO Office for approval.
- Fees for field use should be paid in materials and services whenever possible.
- Formally donate permanent improvements (e.g., goalposts, irrigation systems, etc.) to public agencies by letter.

Permitting Participants to Play After Injury

Often, parents of players recovering from injuries or illness are anxious to have them return to play. Be flexible, but, if in doubt, secure a parent's signature on an AYSO Participation Release form, which can be downloaded from the AYSO Web site at:

<http://www.ayso.org>

Medical Release

The medical release on the registration form must be signed by a parent or legal guardian. If a family wants to refuse emergency medical care for their child based on their religion, make a note indicating such on the registration form and have the parent initial it. If a family wants to refuse medical help for their child, the family must have an adult member in attendance at each practice and match.

Financial Matters

1. All Regional finances should be run through the National Accounting Program (NAP) and should adhere to the policies and procedures found in the AYSO Financial Policy.
2. A Region should have one (1) checking account and one (1) savings account or certificate of deposit. All such accounts should be housed at a federally insured financial institution that agrees to return all cancelled checks with the monthly statement.
3. The respective Executive Member (Regional Commissioner, Area Director, Section Director, Special Director) and Treasurer must be signatories on any such account. There should be at least one additional signatory, and it is strongly recommended that the Area Director or Section Director also be a signatory on any AYSO Regional account.

4. Regions are expressly forbidden from using credit cards and/or debit cards other than the AYSO approved, issued payment card. It is permissible to reimburse volunteers who have used their own credit card to purchase supplies or services for the Region
5. In special circumstances where separate accounting might be desirable (i.e., a tournament, a secondary program, a field development fund, etc.) one or more additional accounts may be established, subject to the approval of the appropriate executive member and subject to all applicable AYSO Financial policies and procedures.

Budgets

All AYSO Regions, Areas, and Sections are to prepare a budget each year. The budget is to be submitted to the appropriate executive member for approval on or before June 1 each year.

A. Area Playoffs, Tournaments, Clinics, Soccerfests, Training and other Functions

These functions must be self-sustaining. Expenses must be offset by participation fees charged to the participants or from other income associated with the event (concessions, sponsorships, parking fees, souvenir program, etc.) NAP policies and procedures must be used. The appropriate approving executive member must provide an accounting of all income and expenses related to such functions.

To emphasize the importance of training to a successful AYSO program, Regions are strongly encouraged to budget for and reimburse its volunteers for participation fees and other expenses incurred while attending AYSO training and certification courses, subject to the guidelines above.

It is appropriate to reimburse certified AYSO instructors for the cost of supplies and materials directly related to AYSO training and certification courses.

Coaching and Refereeing Libraries - Local Regions may pool their resources to build an Area or Section library. Books and videotapes cannot be charged to the national budget without prior approval.

Data processing listings, labels, etc., ordered by an Area or Section Director may be charged to the Section's budget.

B. National Development

National Development monies exist for use by executive members for travel, training and other expenses incurred in the establishment of a new Region. Requests for such funds must be submitted to the Development Director at the AYSO Office and approved in advance of expenditure.

Development funding:

- Does cover expenses, including hotel and airfare, for making development calls and presentation trips, with prior approval.
- Does cover extraordinary expenses for first season coach/referee clinic, transportation and hotel costs, with prior approval.
- Does cover presentation material expenses within reasonable amounts, with prior approval.
- Does cover limited scheduled conferences which are primarily staffed by development staff members, with prior approval.
- Does not cover subsidies for guests (non-AYSO members) to attend Section Meetings.
- Does not cover individual clinic materials and supplies-all Regions must purchase their own materials.
- Does not cover bringing developers (non-executive members) to Section Meetings or NAGM.

- Does not cover local meetings or exhibits which purely benefit Regions with additional players or volunteers.

C. National Annual General Meeting

Attendance and voting at the National Annual General Meeting are extremely important so expenses of the Regional Commissioner or designee are reimbursable by the Region. The expenses of other family members who attend the NAGM are not reimbursable.

D. Section Meetings

Attendance at Section Meetings is strongly encouraged. Regions should budget for the attendance of as many of its volunteers as is reasonable and should reimburse volunteers for expenses, subject to the guidelines above. The expenses of other family members who attend the Section Meeting, but who are not volunteers, are not reimbursable.

E. Unbudgeted Expenses

Expenditures authorized in these guidelines that are not budgeted or exceed budgeted levels require approval of the National Treasurer or designee.

F. Regional Financial Statements

A Regional financial statement must be prepared at the end of each season and distributed to all parents in the Region. It is acceptable to publish the financial statement in a Regional newsletter or to post it on a Regional Web site.

Regional Directories

Publishing addresses and phone numbers or posting photographs for everyone to see may violate the privacy of individuals or families, so notify all parents at registration if you are planning either a printed or Web page directory or intend to publish or post photos. Respect the wishes of those who wish not to be included.

Treasurer

Only one treasurer is permitted in each Region under AYSO's insurance policy. The Treasurer must not be related to the Regional Commissioner or live in the same house as the Regional Commissioner. It is the Regional Commissioner's responsibility to check and periodically inspect financial records.

Auditor

A volunteer may be appointed by the Area Director or Section Director to conduct an informal spot check of financial records to ensure that approved financial policies and procedures are maintained.

Religion

Be flexible to accommodate days of worship, religious schooling and holidays.

Meetings

The Regional Board shall fix, at its initial meeting each year ("annual meeting"), the time, date and place of each regular meeting of the Regional Board and send notice of such annual meeting to all participants in the program.

- (a) It shall be the policy of the Region to hold at least one board meeting in each month during the primary season and at least one every two months during the remainder of the year. The Regional Board shall provide for the taking of minutes of the proceedings at each meeting and make them available to the members of the Region.
- (b) All Regional Board meetings shall be open to all participating members unless the Regional Board determines that it is necessary to hold an executive session.
- (c) An “executive session” is permitted only to review personnel matters, disciplinary matters, or legal matters, and should not be used where a vote upon any issue involving the affairs of the Region is taken.
- (d) The Regional Commissioner or 1/3 of the board members may call a special meeting of the Regional Board on three days’ prior notice stating the purposes of such meeting, which notice may be given in writing, by telephone or in person.
- (e) A majority of the board members shall constitute a quorum for the purpose of holding either a regular or special meeting.

Executive Member Selection Protocol

Under the advisement and recommendation of the Governance Committee, the National Board of Directors has approved the following protocols for the selection of Executive Members.

Recommended Executive Member Selection Protocol

The recommended protocol for voting for an Executive Member nominee is set forth below:

Section Director: The Section Director nominee shall be selected by a majority vote of the Area Directors and the incumbent Section Director.

Area Director: The Area Director nominee shall be selected by a majority vote of the Area’s Regional Commissioners and the incumbent Area Director.

Regional Commissioner: The Regional Commissioner nominee shall be selected at minimum by majority vote of the incumbent Regional Commissioner and the other currently mandated Regional Board positions as follows: Regional Treasurer, Regional Risk Management/Safety Director, Regional Coach Administrator, Regional Referee Administrator, Regional Registrar, and the Regional Child and Volunteer Protection Advocate (CVPA). Modifications of the identity of board positions entitled to vote for a Regional Commissioner Nominee must be memorialized in the Region’s Standard Policies and Protocols. A person holding multiple board positions entitled to vote for a Regional Commissioner shall have only one vote.

All qualifying voters must be currently registered and in term at the time of the election.

Properly selected nominees shall not become Executive Members until appointed by vote of the National Board of Directors.

Selection Conduct - In-Person Selection

- Voting will be conducted by the Chair of the Nomination Committee, or a neutral disinterested party appointed by the Chair of the Nominating Committee (the Chair).
- The Chair may open the floor for nomination of additional candidates.
- Unless changed by the chair, each candidate for the open position will be permitted to make an opening statement of no more than two (2) minutes, the order of which will be randomly selected. The statements will be timed. The question period will not exceed one hour. A timekeeper will be identified by the conducting party.

Conflict of Interest Policy

- Anyone present may ask a question.
- Questions may be posed to a single candidate, multiple candidates and/or all the candidates. The Chair may use the National Annual Meeting protocols in conducting the questioning period.
- Unless changed by the Chair, each candidate will have one (1) minute to respond to any question posed to them.
- Candidates may not answer a question not specifically presented to them.
- Votes will be anonymously cast on identical ballots and deposited into a ballot receptacle, with oversight by the Chair or Nomination Committee conducting the election.
- Votes will be counted by the Nomination Committee, or a neutral disinterested party designated by that Committee.
- All votes shall be cast contemporaneously; there shall be no piecemeal voting in which one or more persons is permitted to cast a vote after the other votes are cast.
- Proxy votes may be accepted. Proxies must be in writing with either a pre-recorded vote or non-dedicated proxy.
- The candidate selected by a majority of the votes cast will be the nominee whose name is then presented to the National Board of Directors for the Executive Member position in question. A majority vote is defined as fifty (50) percent, plus one, of the eligible votes.
- After the announcement of the selected candidate has been made, vote count totals may be made available upon request. The individual votes are to remain confidential.
- If no candidate receives a majority vote after the first ballot is counted, then the two (2) candidates with the highest number of votes shall proceed to a runoff vote. If there is more than one candidate with the second highest number of votes, then all candidates with the second highest number of votes will participate in a runoff with the candidate with the highest number of votes. No additional questions of candidates will be permitted before the runoff vote.
- If a voting deadlock occurs and cannot be resolved for the Regional Commissioner, the Area Director and Section Director will recommend a nominee from among the deadlocked candidates to the National Board of Directors for the Executive Member position in question. For deadlocks in Area Director Elections the recommendation shall come from the Section Director.

Electronic Selection

- In geographically diverse situations rendering in-person elections problematic, an electronic process and vote may be conducted by the Nominating Committee
- An electronic selection (teleconference, web interface, for example) should follow the protocol for in-person selections as much as is reasonably possible.

Conflict of Interest Policy

AYSO officials are expected to adhere to high ethical standards of conduct in the performance of their duties, observing all laws and regulations governing business transactions, competing fairly with others, and using AYSO funds only for legitimate and ethical purposes. The rights of AYSO officials in their activities outside their AYSO duties or employment which are private in nature and which in no way conflict with or reflect adversely upon

AYSO will be respected. Although AYSO officials have been carefully selected and are assumed to possess integrity and judgment, to avoid any misunderstanding, this policy is issued with respect to proper conduct:

The purpose of this policy statement is to set standards for the activities of officials ("AYSO officials") in order to ensure that an AYSO official's actions would always be in the best interests of AYSO and that he or she does not take advantage of his/her position in AYSO for self-benefit or to the detriment of AYSO or others. See the Section on Policy Statements for the full text.

Possible conflicts of interest

AYSO officials always must act in the best interests of AYSO and avoid incurring any kind of financial interest or personal obligation which might affect their judgment in dealings on behalf of AYSO with firms or individuals. Each person must examine his or her own and family's activities to be sure that no condition exists which could create a self-dealing situation in respect to financial transactions of AYSO.

There are certain activities or situations with which each individual must be especially concerned. In order to avoid any question about a possible conflict of interest, the particular situation shall be disclosed in writing and submitted to the National Board of Directors for evaluation. Situations giving rise to possible conflicts of interest include the following:

Holding a material financial interest, directly or indirectly (as an owner, 10 percent stockholder, partner, joint venturer, employee, creditor or guarantor), in a firm which provides services or supplies, materials or equipment to AYSO, any of its Regions or any of its participants (such as a vendor of uniforms, soccer shoes, soccer balls, goalposts or other soccer equipment or a director or owner of a soccer camp for children), or in an organization to which AYSO or any of its Regions provides services.

Accepting gifts or favors for himself or herself or for family members, or entertainment, or other personal benefits in excess of \$100 from an outside organization or individual with whom AYSO or any of its Regions does or may do business. This does not apply to acceptance of a casual gift of a nominal value, nor reasonable personal entertainment (but not paid travel expenses), but care must be exercised to be sure that continuation of such matters does not gradually create or appear to create an obligation. Gifts of a substantial nature should be returned to the donor with the explanation that AYSO's policy will not permit the acceptance of the gift.

Serving another organization in any capacity whether such service includes activities, compensated or not, which can affect or appear to affect an individual's ability to discharge his/her duties to AYSO.

Possible Improper or Illegal Conduct

AYSO officials are not expected to be familiar with every law and regulation relating to this statement or affecting AYSO operations. When in doubt, however, it is incumbent upon each AYSO official to consult with the National Executive Director. However, attention is called to the following special Areas:

Each AYSO official must avoid improper acts and the violation of any governmental law or regulation in the course of performing his or her duties or employment.

No AYSO funds, property or resources may be used to carry on propaganda or otherwise attempt to support any political candidate or influence the outcome of an election to public office.

No AYSO official, in the course of his or her duties, shall accept or receive any payment or other thing of value (whether characterized as kickback, bribe, rebate, refund or otherwise, and whether intended by the payer to be for AYSO or the personal benefit of such AYSO official) if the payment or receipt or tender thereof is illegal or is designed or intended to cause such AYSO official to grant a privilege, concession or benefit to the payer in connection with AYSO business.

Coed Program

Sections may exercise the prerogative to allow boys and girls to play on the same teams where there is an insufficient number of players to establish separate teams. It is strongly recommended, however, that separate boys and girls teams be instituted and maintained wherever possible. Advise the AYSO Office if any potential suits appear over separate boys and girls programs.

Non-AYSO Teams and AYSO

Non-AYSO teams must not wear AYSO uniforms, use AYSO field permits, sign AYSO registration forms, or use AYSO Regional funds. Make sure that any non-AYSO team playing an AYSO team understands it is not covered by AYSO's SAI or insurance programs.

Cultural Exchange and Tournament Teams

General Regional funds may not be used to sponsor specific cultural exchange programs or teams to be sent to participate in tournaments. The AYSO National Games registration fee is an approved Regional expense, but it is the only expense which can optionally be incurred by the Region for participation in this event.

Due Process: Dealing with the Problem Volunteer, Player or Coach

The successful resolution of disputes involving the day-to-day activities of our AYSO volunteers is one of the most important goals in achieving a harmonious and healthy Region. As such, guiding principles such as "compromise," "suspension or removal as the last resort," the "recognition of valuable service" and "finding a fair and just resolution" are the cornerstones of AYSO's approach in dealing with such situations.

While the concepts of Dispute Resolution and Due Process apply to both Executive Members (RCs) and Participating Members, there are differences between the procedures and protocols (See Article five of the P&P's for the definitions of Executive and participating Members).

When a Participating Member's conduct, or that of a parent or guardian, even if not a Participating Member, has risen to the potential need of "limiting, suspending or removing/terminating" that person's participation in AYSO, the Region must follow the Due Process protocols adopted by the AYSO NBOD, as authorized within National Bylaw 3.07(d).

Guidelines for the Suspension/Removal of Other Program Participants

Cautionary Remarks

1. The minimum rather than maximum remedy should always be considered. Difficulties should be minimized and localized.
2. Avoid punishing players for the conduct of their parents except where there is no other solution (e.g., where the parent refuses to cease his or her disruptive conduct).
3. Do not wipe out years of good memories of AYSO and good service to AYSO by use of the removal/suspension procedure. It is a last resort. Voluntary resignation is preferable in most cases.
4. If there is a dispute between a volunteer and the Regional Commissioner, the Regional Commissioner should not act as arbiter in the matter.
5. Banishing a parent or other adult from AYSO events may not be enforceable if the events are held on public property.
6. Do not publicize the procedure beyond those persons who need to know and respect the privacy of the individuals involved.

7. When in doubt, contact Risk Management at the AYSO Office or the Legal Commission for specific advice as to how to handle the specific situation.

Persons Covered

All registered players and volunteers, other than executive members, involved in AYSO, such as Section and Area staff, commission members, referees, players, administrators and instructors. Parents, guardians and family members of registered players are also covered by this policy.

Suspension (Temporary)

1. When: If there is an imminent danger to the program or team or suspicion that a crime has been committed.
2. Who may use it: Regional Commissioner
3. How to accomplish: By telephone (confirmed in writing), fax, letter or in person.
4. When effective: Upon notification.
5. What other actions must be taken:
 - a. Immediate letter to the person(s) involved, with a copy of the written communication to the Area Director. The letter shall inform the person(s) being disciplined of the disciplinary action to be taken, the grounds for it, and notice of a right to a review of the matter.
 - b. Appointment of a person to act in the place of the suspended official, as appropriate.
6. Length of suspension: As stated unless a disciplinary review is requested, in which case the suspension shall remain in effect until the review procedure has been completed.
7. Effect of suspension: During the period of suspension, the official shall have no operating power or authority.
8. Grounds for suspension examples:
 - a. Suspected child abuse;
 - b. Suspected commission of a crime, such as theft;
 - c. Suspected imminent danger to the Region, Area, Section or national program, such as violating basic AYSO principles — “Everyone Plays” or “Open Registration” — or attempting to move the program out of AYSO;
 - d. Conduct which disrupts AYSO activities or programs (e.g., drinking alcoholic beverages at a field site).

Removal (Permanent)

NOTE: Suspension is not required prior to a petition to remove where circumstances warrant it.

1. When: Violation of policies, principles, and philosophy of AYSO or conduct which disrupts AYSO activities or programs.
2. How to accomplish:
 - a. The Regional Commissioner issues a written notice to the individual giving at least 10 days to explain why he/she should not be removed and an opportunity to have a disciplinary review proceeding (a sample letter follows).
 - b. If the individual requests the review, either the Regional Commissioner conducts it on his own OR appoints a neutral party or review panel to collect the information and provide a recommendation regarding the proposed action.
 - c. The Regional Commissioner decides whether the removal remains warranted based on the evidence submitted or the recommendation of any neutral disciplinary review proceeding held.

Due Process: Dealing with the Problem Volunteer, Player or Coach

- d. Promptly notify all interested parties of the final decision, giving the individual the opportunity to resign voluntarily.

Giving Proper Written Notice

All disciplinary actions must be properly documented and communicated in writing to assure all parties concerned know exactly what decisions were made and what actions were taken. It is equally important to make clear in writing the reasons for disciplinary action and the opportunity to request a formal review. Communicating in writing also removes any claim that someone was not informed of rights or dates. Communications about disciplinary matters should always be professional, fair and objective. Here is an example of a letter that should be sent to a non-executive member who has been suspended.

The following letter should be sent by first class mail to the last address provided to the Region by the recipient. A second copy should be sent by certified mail, delivery receipt requested, or by overnight courier such as FedEx to establish further proof of receipt. In the event the recipient refuses delivery, additional efforts to inform the person may be attempted but the date for requesting a review should remain fixed unless the individual provides some compelling reason (vacation or sickness, for example) explaining his inability to respond in a timely fashion. The suspension would continue in place even if the date for requesting a disciplinary review is postponed for good reason.

Date _____

Dear Mr./Mrs./Ms. _____: [it is better to use a formal greeting rather than first names]

This letter confirms my telephone conversation with you on _____. [Modify the wording to suit the facts: for example, discussion, telephone conversation, meeting, e-mail] At that time, I suspended [permanently removed] you from participating in all AYSO activities and events, either as a volunteer or as a spectator [Modify the wording if the person is suspended just from volunteering or is only suspended from a specific volunteer job. If a suspension is temporary, indicate here how long the suspension will be in force]. This suspension [removal] is imposed because I am informed that _____. [State here a brief but specific description of the reason. Reasons for suspending a volunteer might be a single unpardonable act at a specific time and place, or may result from failure to modify a pattern of conduct or series of events following previous counseling efforts] This behavior, as reported to me, is inconsistent with AYSO philosophy and endangers AYSO programs.

You may request a review of this decision. In that case, either I or a disciplinary review panel will consider all of the information submitted and present a recommendation. Among other things, the result of such a review can have any of the following results: recommend: not changing the original decision, terminating your suspension [removal], setting a specific time limit or other conditions on a suspension, or converting a suspension to a permanent ban from AYSO.

If you wish to have such a review, I must receive your written request on or before _____. [Select a date two weeks after the date the letter is mailed] My mailing address is _____.

If you fail to request a review, this decision will become permanent. [If the suspension is limited to, for example, one year and attendance at specific AYSO instruction courses, then replace "become permanent" with "will continue until _____ (enter a specific date) and until you complete the following AYSO instruction courses _____] Your suspension or removal from AYSO Region ____ [modify the wording if immediate suspension or removal is from an Area or Section, rather than a Region] will be enforced throughout AYSO and may be enforced as well by other member organizations of the United States Soccer Federation.

If you request a review, your suspension will continue in full force and effect pending further written notice. If you believe grounds exist to remove your suspension sooner, you may send me written information and written statements you think I should consider. However, you must request a review by the date fixed above unless you have received written notice from me that your status has been changed to your satisfaction.

Sincerely yours,

Title

Due Process: Dealing with the Problem Volunteer, Player or Coach

If a person requests a review, the next letter should inform the person of the date, time and place of the review. Use the same mailing method described above. Normally, it is a bad practice to disclose the names of any disciplinary review panel members until the actual proceeding because last minute scheduling problems could require switching a review panel member. Disciplinary review panel members should avoid investigating the facts or circumstances and wait to learn more about the incident at the disciplinary review proceeding. Here is an example of a letter in response to a request for a disciplinary review proceeding:

Date_____

Dear Mr./Mrs./Ms._____: [it is better to use a formal greeting rather than first names]

I am in receipt of your letter of [enter the date of the notice] in which you requested a formal proceeding be held to review the charges that have led me to suspend [remove] you from participating in all AYSO activities and events, either as a volunteer or as a spectator. Please be advised that I will conduct the review [OR, if a disciplinary review panel is to be used, say “a disciplinary review panel comprised of neutral members of the [enter whether it is a Region, an Area or a Section will be convened”] on [enter the date] at [enter the time] at [enter the location including the full address with zip code and any other particulars about it such as parking, meeting room name or number, if any].

I [OR The disciplinary review panel] will investigate allegations that you [Enter here some specifics of the offense(s).]; i.e., verbally abused a referee in full view of players and spectators during a match on such and such a date. If there are multiple charges or incidents, use a numbered list.

This proceeding will be administrative in nature and not a court of law. As such, I [OR the disciplinary review panel] will receive any and all information from all interested parties and consider it. If you are unwilling or unable to attend the disciplinary review proceeding, you may submit a written statement. I reserve [OR the disciplinary review panel reserves] the right to refuse to consider or hear repetitive, argumentative or irrelevant material.

Any written statement(s) you submit must be received by me no later than [set a reasonable date for this submission allowing the individual sufficient time to prepare it and giving you sufficient time to make copies for any disciplinary review panel, but no more than five (5) days in advance of the proceeding]. Written statements should be addressed to me as follows: [provide the full address where the statements should be sent].

Upon hearing all the information, I will consider it all before reaching a decision about the final discipline to be rendered, if any at all [OR the disciplinary review panel shall confer privately and render to me its recommendation. I will take their recommendation under advisement before reaching a decision about the final discipline to be rendered, if any at all.]. You will receive written notice of that decision, which shall also be forwarded to [indicate the executive member who will be informed, i.e., RC (if not you), AD, SD, commission chair, etc.]. Please don’t hesitate to contact me if you have further questions about this procedure.

Very truly yours,

Title

It is unnecessary to mention whether a person may bring a lawyer to the proceeding. If the question is asked or if the person brings a lawyer, it should then be made clear the lawyer is welcome to attend but will not be permitted to address the disciplinary review panel or question witnesses.

After a decision is made on the disciplinary review panel's recommendation to the executive member, a letter must be sent informing the person of the outcome. Use the same mailing method described above. Following is an example of such a letter:

Date_____

Dear Mr./Mrs./Ms._____: [it is better to use a formal greeting rather than first names]

As you are aware, a disciplinary review proceeding was convened on [enter the date] to review the charges against you that had led to your suspension [removal] as an AYSO volunteer. All the information provided at that time was considered [OR if a review panel was used, say "and the disciplinary review panel delivered to me its recommendation(s) for action]. As a result I have rendered the following decision in the matter. [Indicate the details of the decision] I will also be forwarding notice of this decision to [indicate the executive member to whom the notice of the decision will be sent].

It is my sincere hope that you feel this matter has received a fair review and that you will accept the decision of the disciplinary review panel in the best interests of AYSO. However, you have the right to appeal this decision to [Area Director, Section Director or NBOD]. Such an appeal can only be based on an allegation by you that AYSO's due process procedure was not followed in this matter, or that you feel the decision in this matter was arbitrary or capricious or was in violation of an AYSO rule, regulation or policy. If you choose to make such an appeal, there will not be another proceeding. Instead, the [Area Director, Section Director, NBOD] will review written statements from you and from me [OR from the disciplinary review panel]. The [Area Director, Section Director or NBOD] will either decide to sustain my decision [OR the decision of the disciplinary review panel], or return the matter to me [OR to the disciplinary review panel] for reconsideration. If the [Area Director, Section Director, NBOD] sustains the decision, the decision will be final and, there is no further right of appeal.

If you wish to submit an appeal, you must do so in writing by [select a date two weeks following the date of the letter]. Send your request for appeal to [indicate the name and mailing address of the executive member at the next level who will consider the appeal]. If you do not file an appeal in writing within the specified time period, the disciplinary review panel's decision in this matter will become final.

Very truly yours,

Title

Right of Appeal: Information & Guidelines

Basis for an Appeal

1. The review or other form of dispute resolution violated due process. Examples might be: the person subject to discipline was not given an opportunity to speak or to communicate his or her position, and the person accusing the person subject to discipline was also one of the persons on the disciplinary review panel.
2. The result was arbitrary and capricious or violated an AYSO rule, regulation, or policy. An example might be: a child was late for a practice, and the disciplinary review panel suspended him or her for the season.

Deciding the Appeal

If the “due process” proceeding was held at the Regional level, the Area Director should decide the appeal. If the “due process” proceeding was held at the Area level, the Section Director should decide the appeal. If the “due process” proceeding was at the Section level, the Board of Directors will decide the appeal — normally by one or more designees.

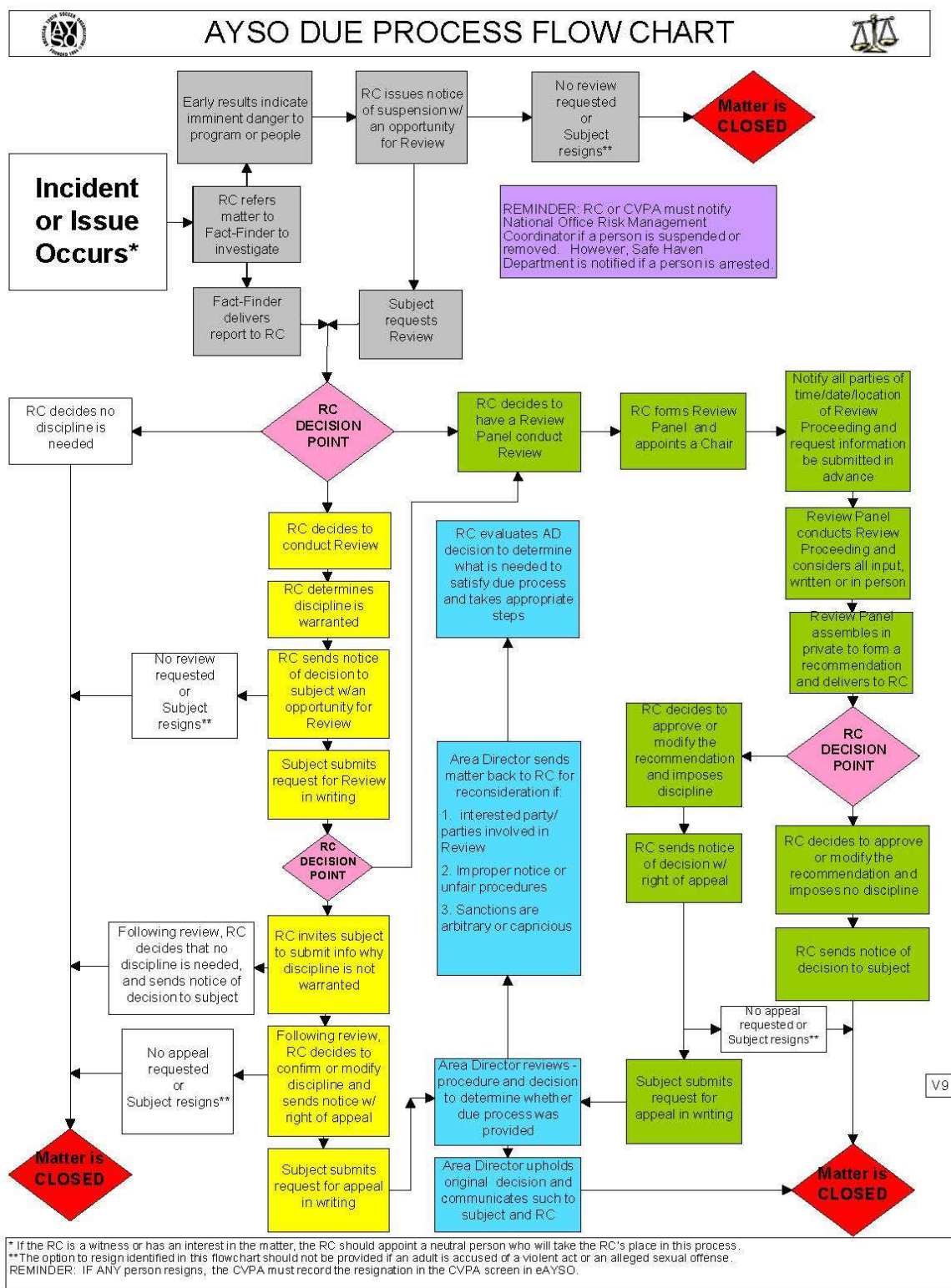
How the Appeal is Determined

There is no need to hold an actual appeal proceeding. All that is necessary is for the Area, Section or Board representative to ask for and review written submissions. He or she may consult with the AYSO Office or the Legal Commission if assistance is needed and may always ask for additional information.

Determination

Usually, there will be one of two possible resolutions — either to sustain the decision on appeal or to review the decision and send it back to the Region, Area, or Section for another review. It would be highly unusual for the appellate representative to change the decision by changing the remedy. The fact that the appellate representative does not agree with the decision or believes that he or she would have fashioned a different remedy is not sufficient to change the result, and findings of fact cannot be changed so long as the process was appropriate.

Due Process Flow Chart



Team Formation & Balancing

***Balanced Teams* is one of the six AYSO philosophies and a hallmark of the organization.**

Many different methods are used to form and balance teams. Factors which determine the methods used include: maturity of the Region, geographical distribution of the players, and players' ages and skill levels. With any given method, coaches, players and parents should not expect to be re-paired in succeeding seasons.

The method used for 6U and 8U players is very different from the method used for older age groups.

In the youngest age groups, geography (nearness to school or park where practice is held) is extremely important. Because the youngest players have not yet had the experience, exposure or maturity to develop individual skills, team formation based on location and age usually results in balanced teams.

A blind formation performed by a committee, based on numbers of children available and taking into account nearness to schools, works well for most Regions. The child whose parent is the coach can be assigned either in the beginning or at the end of the procedure.

For the older children who have more experience in playing and are usually coached by individuals with both more coaching background and more knowledge of the individual players, many Regions have a draft in which players are chosen one at a time by all participating coaches after the players have been rated by either the coaches or the committee. It is important that everyone agrees to the ratings of the players before the selection procedure begins, and that all coaches be present during the selection process. New or inexperienced coaches are at a disadvantage in this type of selection, unless a "blind" draft procedure is employed.

Another option is to have the coaches agree to the ratings for the more experienced players. A committee then looks only at the ratings, makes up the teams, places the coaches' children, and distributes the teams to the coaches or has the coaches make a blind draw for teams.

As a Region grows and matures and coaches gain more experience, there can be more complaints about unfair selection procedures. Stronger coaches will usually end up having stronger teams, no matter what method of selection was used and weaker coaches will end up losing more, and possibly complaining more. The best answer to this is more and better training for coaches, and the use of a team formation system which does not allow coaches to participate at all in the assignment of players.

Initial rating of players can be accomplished by coaches at the end of the season or by divisional committees prior to the beginning of the season. Skills are usually a primary factor in rating, but size, age, years of experience, and attitude are also used by many Regions.

Some Regions are disbursed so greatly by geography that all children are randomly mixed each year and everyone has to travel some distance for practice and matches.

In any system where geography plays a part, coaches stand a good chance of getting at least some of the same players back each year, even when everyone is placed in a blind drawing. Entire teams never stay together as at least 30% will move up to the next division each year.

If a geographical formation of teams results in only one team per division per location, conflicts may occur. To avoid this, work toward having a minimum of two teams per division from the location or go to a more standard team formation process where all available children in the age group are in one pool.

There are several stages involved in the formation and balancing of teams. They are:

- registration
- player evaluation and rating team formation
- player notification
- late sign-ups and waiting list
- transfer of players

Registration

Registration should be scheduled so that ample time is available to sort the players into age groups and into new or returning players. The more players registered before teams are formed, the easier it will make the job.

Player Evaluation and Rating

Most Regions want to have all new players to be evaluated in some other way, usually at an evaluation event. Players should be notified of the evaluation date and location well in advance of the actual evaluation; a good time to do this is on registration day. They should also be given an alternate date in case the player is unable to make the original scheduled time. If coaches will be allowed to choose their own teams, they also must be notified of the evaluation time and date.

Many Regions have returning players evaluated and assigned a rating by their previous season's coach. If this is done, a review committee should be formed to ensure the ratings are fair.

Evaluation — the method used to evaluate a new player's ability and often, players returning from previous season. Evaluations are usually held by age group, when coaches from the age group can be present to form their own opinion of the players participating.

A player evaluation committee can be formed whose job is to observe each player, form an opinion and decide upon a rating for each player. Ratings must be recorded and should be made available to the coaches, if the coaches are to select their own teams. An age-appropriate skills list can be obtained by calling the AYSO Player Development Department. This may prove helpful in determining a player's ability.

Rating — this is usually given by number, i.e., 1 through 5, 1 through 10, or 1 through 15, with 1 being the low rating. An additional option is rating players weighted by team standings and age of players, i.e., first or second year in age group.

Some Regions take many things into account when determining this number. For instance, age, number of years played, height and weight are often given a specific value which, when added to the ability rating, are used to give a final value for use in team formation.

Some Regions will only use the ability rating determined at the evaluation or by the previous season's coach.

Team Formation

Now that each player has a rating number, a method for team formation must be decided. There are many methods, but usually a variation of one of the following two methods is used:

1. Each coach is allowed to select his/her own team by picking players one at a time in a predetermined order. (The order can be decided by drawing lots for position.) If the coach has a son or daughter, then this player is selected during a certain round. It is a good idea to decide which round individually, depending upon the ability or rating of these players.

This system has an advantage because each coach knows their selections and can have other reasons for making a selection than a player's rating alone. The main disadvantage is that some coaches do a very fine job of selecting a team, while others fail miserably for one reason or another. This can create a very unbalanced situation.

It is also recognized that coaching ability varies considerably, so even with meticulous balancing some teams will bypass other teams in skill and overall performance.

2. Select teams based only on the rating numbers without reference to the player's name. If this is done, some provision must be made for the coach's son or daughter so that they are held aside and inserted into the team based on their rating or traded for a like-rated player after formation.

A method can be used which does not require a computer. Simply make up a card for every player which contains personal history on one side and a rating on the other. Separate all sons and daughters of coaches

and keep them turned rating side up. Turn all the remaining cards so the rating side is up. Determine how many teams are to be formed. Balance each team based on age and rating without referring to the players' names. Place each son and daughter of a coach on different teams, also subject to their age and rating. The team will now be coached by the coach whose son or daughter happens to be on that particular team.

Recommended Guidelines for Balancing Teams – “Blind Draw”

These guidelines are offered as a model for balancing teams. These suggestions have proven their merit many times in many Regions and are endorsed by AYSO's National Coaching Advisory Commission.

Geographic dispersion may not allow the use of these guidelines. However, in all instances for the enjoyment of all players, coaches, and parents, the primary goal is to strive to balance teams within each Region. Use this method.

1. Under the direction of the Regional Coach Administrator or appropriate Division Coordinator, a meeting of all coaches in each age division and gender should be scheduled. These meetings will take about one hour for each group and can be scheduled consecutively during an evening or on a weekend.
2. In advance of the meeting, a 3" x 5" index card with each player's name, age and prior soccer experience is made up. The meeting commences with each 3" x 5" card placed face up on a table. The coaches are instructed to rate the soccer/athletic ability of each player they know personally and to write that rating, using a scale of 1 to 5 (5 being most skilled), on the player's card. Players whose playing skills are unknown may be assigned a (3). If ratings are made at the close of the prior season by each coach of each player in the Region, these can be used to great advantage in this exercise.
3. After all coaches present have recorded their rating on each player's card, a consensus rating is noted in a different colored pencil or pen by the Regional Coach Administrator or Division Coordinator. Now all players have been rated. Recognize that an absent coach will not be at a disadvantage in this draft system.
4. All players in the older of the two ages in the division are equally, distributed by talent rating, to each team. The player name cards should be placed in columns equal to the number of teams in the division. This generally occurs by having the highest rated players distributed first to the lowest rated players distributed last. The same is now done for the younger age of the division. At the conclusion of this effort, there should be "x" number of columns of 3" x 5" player cards, equal to the number of teams in the division.
5. All coaches suggest as many switches of cards as required to more equally balance the teams. This effort generally is of a short duration. Once each coach feels all the teams are generally equal the switching is concluded.
6. Now each column is numbered and a corresponding number is written on a piece of paper. The pieces of paper are placed in a "hat," mixed, and each coach selects a piece of paper, noting the column of player cards that is now "theirs." If coach's children are not on the coach's team, a switch is made with an equally talented player from another team. This switch is done by the Coach Administrator or Division Commissioner with the consensus of all coaches. At this point each team is equal and complete. The players on each team are recorded on a piece of paper from the cards. The 3" x 5" player cards should not be released to coaches but be retained by the Division Commissioner or the Coach Administrator. The coach's copies of the appropriate registration forms can be given to each coach and the next draft can commence.

Balancing Teams in Age Groups with Limited Enrollment

Often Regions find themselves with a problem of how to balance teams when they only have enough players in an age group to make up two or three teams. To compound the problem, these Regions often do not have a neighbor Region to inter-play with or the nearby Region does not want to inter-play.

One suggestion which has proved successful is to let the players choose their own teams at each match. It works like this: Determine the number of players in the age group and what playing dates are available for this group. Once the field, date and time schedules are known, schedule the players to show up in groups.

Schedule a minimum of 12 players per match (six-a-side); between 14 and 16 players will assure full teams and substitutes. Two players are designated as “captains” for each match and are responsible for choosing teams. The captains should be of somewhat equal skill. Coaches and assistant coaches are involved in this program by conducting practices and being present at every match to coach the “teams” as they are chosen up each week. This system will not work for everyone, but those who do use it, will relish the opportunities it creates.

Late Sign-ups and Waiting Lists

It is recommended that if players sign up after teams have been formed, they be placed on a waiting list. Be sure that you have a rating on each of the players either from the year before or according to the Region policy on new player ratings. As players drop from teams, those on the waiting list can be assigned based on rating. The newly assigned player’s rating should as closely as possible equate to the rating of the one being replaced -- assignment to teams should retain the balance. If there is no way to rate the player, then it is recommended that they be placed on teams on a first-come, first-served basis. The main thing to remember is to always be consistent; do not say you will do something, and then fail to follow through.

Player Notification

Once teams are formed, everyone is anxious to know what team they are on. A good way to avoid returning numerous phone calls is use the Region’s voice mail to update information that teams have been formed and that they should be hearing from a coach by a certain date. To avoid receiving numerous calls, strongly advise coaches to contact the players assigned to their teams immediately upon receipt of their rosters. If you have a small Region or small divisions, you could arrange in advance for all players and coaches to meet at a certain time and place where they will be notified of their teams. This meeting place should be made known to them well in advance, and might be considered the team’s first practice.

Transfer of Players

Sometimes as teams are formed there are personality and scheduling problems which must be resolved. It is suggested that, whether or not they have been involved in the team formation, coaches should be given a chance to review their teams, preferably as soon as they are formed. If problems are anticipated, a transfer of player(s) can be arranged with another coach. This process should not be delayed and should be completed prior to any player notification.

Once teams have been notified, transfers are discouraged unless serious conflicts exist.

A Region retains the right to transfer players in order to help balance a particularly weak or strong team. Bear in mind that once players are on teams, they usually do not want to be moved. The Region, not the coach, is responsible for any transfer. Under no circumstances should coaches be allowed to move players between teams.

AYSO’s National Rules & Regulations have specific conditions under which players may be transferred.

IV. TRANSFER OF PLAYERS:

“A player may transfer from one team to another within one Region or from one Region to another, after the following three conditions have been met:

1. Approval of both coaches of the teams involved.
2. Approval of Regional Commissioner(s).
3. Approval of team member and parent/guardian; parent/guardian approval is not required if team member is of legal age.”

These rules must be adhered to when considering transfers. Sections, Areas and Regions may also have guidelines that prohibit transfers after a certain time in the season.

Sample Player Evaluation Forms

Player Evaluation

Player: _____

Season: Spring ☐ Fall ☐ Year: _____ Team: _____

Instructions: Score each evaluation category on a scale of 1 to 10 rating by the indicated weight factor. Add all the weighted ratings to obtain the final rating.

Rating: _____ Poor Average Good _____

Category	1	2	3	4	5	6	7	8	9	10	Weighted Rating
Skills: Kicking, heading, trapping, ball control, shooting, dribbling, passing, tackling, throw-ins, speed											Rating x 3
Soccer Sense: Understand game strategy, plays position correctly, anticipates well, applies coach's instructions, intelligently aggressive, team player											Rating x 2
Personal Qualities: Follows instructions, listens well, good influence on other team members, attends practices, desires to succeed											Rating x 1
Rate of Improvement: Overall progress from beginning of season to end.											Rating x 1
											Total:

Signed: _____ Coach: _____

Player Evaluation

All Regional Team Coaches:

Please complete all sections and return to your Division Coordinator by _____. We trust this information will be kept confidential and your cooperation is appreciated.

Coach's Name: _____ Team Name: _____

Age Group: _____ Boys _____ Girls _____ Division Coordinator: _____

SECTION A. Player Evaluation:

Complete this information under the corresponding number below.

- (1) List the players on your team in order of overall soccer ability. Start with the most able player and Number1. Rate goalkeepers as soccer players, not goalkeepers. Indicate GK ability under No. (6).
- (2) Indicate players' AYSO age (as of this year)
- (3) Years of experience (include this year)
- (4) Size in comparison to age group – (small, average, or large)
- (5) Evaluate player in comparison to the players on other teams in your Region or age group. Assign the letter grades only.
 - A. Exceptional Player
 - B. Good Player
 - C. Average Player
 - D. Below Average Player
- (6) Specific comments (if necessary). Examples: GK, team player, aggressive, etc.

	(1) List of Players	(2) Age	(3) Experience	(4) Size	(5) Skills	(6) Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Page 1

SECTION B. Player Evaluation:

Please list at least three parents who were very helpful and enthusiastic either in terms of telephoning and clerical work, or as assistant coach, assistant referee, etc.

Name	Phone Number	Abilities

SECTION C. Suggestions:

1. Three things you really like this year:

2. Three Things you really didn't like this year:

3. Three suggestions for improvement.

SECTION D. Would you be willing to:

- Coach next year
- Referee next year
- Attend summer clinic for coaches or referees
- Coach or referee for second season
- Help with administration on the Regional board

Evaluation Form
U-12 to U-19 Player

Player Name: _____ Evaluation Date: _____

The intent of this evaluation is to provide a neutral, qualified evaluator's opinion of the soccer skills relative to a typical U-12 and above soccer player.

TACTICAL

Has an awareness of what is happening or what might happen on the field of play; is able to communicate verbally and non-verbally with teammates; has a willingness to assume responsibility for taking charge on the field; and has the soccer skills required to develop tactical play. Is very aware of what constitutes organization and shape of play; is able to play both on and off the ball; consistently provides support for the attack and defense and creates options with appropriate runs.

Points 1-25 1= needs improvement 25=outstanding Total

TECHNICAL

When dribbling, is expert at turning, has great touch, is able to shield defender, maintains excellent field vision while incorporating feints/fakes to unbalance an opponent, and consistently uses change of speed to beat an opponent. When passing, passes are accurate, of correct pace, well timed, deceptive, and successful in advancing the ball or maintaining possession. When controlling, uses all controlling surfaces while maintaining eye contact with the ball, moves into the line of flight of the ball, has excellent balance, cushions on contact with ball, and consistently prepares the ball for the next move.

Points 1-25 1= needs improvement 25=outstanding Total

FUNCTIONAL DEFENDING

Has great defending control and balance; is able to establish appropriate marking distance; maintains a goal-side, ball-side position; is able to prevent an attacker from turning; and has exceptional tackling skills.

Points 1-25 1= needs improvement 25=outstanding Total

FUNCTIONAL ATTACKING

Is able to constantly maintain possession of the ball under pressure; is able to create individual and team space; is able to turn on a defender; has the ability to take on a defender; recognizes and takes the direct route to goal; is able to anticipate when to shoot; and has great preparation, decisiveness and timing when shooting. Is able to maintain possession of the ball most of the time under pressure; is able to create individual space and at times team space.

Points 1-25 1= needs improvement 25=outstanding Total

GOALKEEPER

Is always in the ready position; is constantly adjusting his or her position as the angle of the ball changes; is able to take the initiative away from the attacker; has the ability to read and assess the line; is focused at all times; uses communication that is instructive in nature and clear and loud enough to carry to teammates; has excellent physical and technical skills to deal with demands of the goalkeeper position; is proficient at initiating the attack; consistently makes the save; and has excellent command of distribution techniques.

Points 1-25 1= needs improvement 25=outstanding Total

Rating For: Behavior, Sportsmanship, Coachability, and Attitude

Points 1-25 1= needs improvement 25=outstanding Total

Final total:

Match Scheduling

Following are regular season match schedules for 4-team through 16-team divisions. These schedules are generally devised to have each team play against every other team at least once during a 12- to 16-match season. With a 4- or 5-team division, each team will play the other teams twice or more. In the larger divisions, further breakdowns are recommended, with teams within a grouping playing each other, and also playing the teams in the other groups in a later round.

There are other items which must be considered before the scheduling is completed.

1. With a small number of teams, break the season into at least two rounds, with the winners of each round playing off to decide the division champion. A single round of play for the season can lead to a lack of interest on the part of players, coaches and parents on the teams with poor win/loss records. If a team is a “late bloomer,” the early season losses could discourage them toward the end of the season when they may be playing well but will have no chance to be one of the top division teams. Multiple rounds keep interest high because no matter how the team might be doing in the first round, there is always a later round where they might do better. Some Regions play a regular schedule where teams play each other once or twice. The season then concludes with a single or double elimination playoff where teams are placed in the brackets according to their finish in the regular season standings.
2. Rotate the teams scheduled to play the first and last matches each match day. Provide the opportunity for each team to play at various starting times during the season. If a division plays on more than one field, make sure if possible that all teams are scheduled to play on each fields equally during the season.

To use the attached schedules, assign a number or letter to each team in the division, then substitute the team name for the numbers and letters.

Divisions with more than 16 teams can be scheduled using appropriate combinations of schedules with lesser numbers of teams.

4 Team Schedule

Round 1 Match	Round 2 Match	Round 3 Match	Round 4 Match	Round 5 Match
1 – 2 <u>3 – 4</u> 1 – 3 <u>2 – 4</u> 4 – 1 <u>2 – 3</u>	2 – 1 4 – 3 3 – 1 4 – 2 1 – 4 3 – 2	Repeat Round 1	Repeat Round 2	Repeat Round 1
3	6	9	12	15
Total Cumulative Matches / Team				

5 Team Schedule

Round 1 Match Bye	Round 2 Match Bye	Round 3 Match Bye	Round 4 Match Bye
1 – 2 <u>3 – 4</u> 5 1 – 3 <u>5 – 4</u> 2 2 – 3 <u>1 – 5</u> 4 2 – 4 <u>3 – 5</u> 1 1 – 4 <u>2 – 5</u> 3	2 – 1 <u>4 – 3</u> 5 3 – 1 <u>4 – 5</u> 2 3 – 2 <u>5 – 1</u> 4 4 – 2 <u>5 – 3</u> 1 4 – 1 <u>5 – 2</u> 3	Repeat Round 1	Repeat Round 2
4	8	12	16
Total Cumulative Games / Team			

6 Team Schedule

Round 1 Match	Round 2 Match	Round 3 Match
1 - 2	2 - 1	Repeat Round 1
3 - 4	4 - 3	
<u>5 - 6</u>	<u>6 - 5</u>	
4 - 1	1 - 4	
2 - 5	5 - 2	
<u>6 - 3</u>	<u>3 - 6</u>	
1 - 3	3 - 1	
2 - 6	6 - 2	
<u>4 - 5</u>	<u>5 - 4</u>	
5 - 1	1 - 5	
3 - 2	2 - 3	
<u>6 - 4</u>	<u>4 - 6</u>	
1 - 6	6 - 1	
3 - 5	5 - 3	
<u>2 - 4</u>	<u>4 - 2</u>	
5	10	15
Total Cumulative Matches/ Each Team		

7 Team Schedule

Round 1 Match Bye	Round 2 Match Bye	Round 3 Match Bye
2 - 7	7 - 2	Repeat Round 1
3 - 6	6 - 3	
<u>4 - 5 1</u>	<u>5 - 4 1</u>	
7 - 1	1 - 7	
5 - 2	2 - 5	
<u>4 - 3 6</u>	<u>3 - 4 6</u>	
1 - 6	6 - 1	
7 - 5	5 - 7	
<u>2 - 3 4</u>	<u>3 - 2 4</u>	
5 - 1	1 - 5	
6 - 4	4 - 6	
<u>3 - 7 2</u>	<u>7 - 3 2</u>	
1 - 4	4 - 1	
5 - 3	3 - 5	
<u>6 - 2 7</u>	<u>2 - 6 7</u>	
3 - 1	1 - 3	
2 - 4	4 - 2	
<u>7 - 6 5</u>	<u>6 - 7 5</u>	
1 - 2	2 - 1	
4 - 7	7 - 4	
<u>6 - 5 3</u>	<u>5 - 6 3</u>	
6	12	18
Total Cumulative Matches/ Each Team		