

2018 Release
Updated Annually
Latest Revision January 2023

WYOMING SOCCER ASSOCIATION 2028



STRATEGIC PLAN

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EXECUTIVE SUMMARY *(From the President)*

Wyoming Soccer Association 2027 serves as the Association's strategic planning document to direct and guide daily operations, enable prudent and informed planning, aid in decision making, properly prioritize resource allocation, and inform our membership and the Wyoming soccer community. This is the first strategic planning document Wyoming Soccer Association (WSA) has produced. Soccer is at a critical juncture in Wyoming, and this document both guides WSA and informs our partners and members on *what* we do, *why* we do it, and *how* we do it. By strategically planning over the next five years, WSA intends to realize its strategic objectives, ensure long-term viability, and properly prepare for future challenges and opportunities, all while operating under the auspices and stewardship of a non-profit budget.

While soccer in Wyoming has seen tremendous growth success, we still have much work to do. The challenges WSA faces today and in the next five years requires us to seek opportunities and solutions through our coaches, players, referees, our organizational excellence, and financial viability. The uniqueness of Wyoming's population, economy, weather, location, and geography presents challenges we must overcome. However, with proper planning, sound resource allocation, and focused operations and activities, Wyoming soccer can, and must, create positive opportunities for ALL players, coaches, referees, and families. Further, these opportunities must be healthy, positive, and viable to ensure a lifelong love and passion for the game. This document intends to provide the way forward to ensure we meet and accomplish these ends.

To initiate this endeavor, the WSA rewrote its vision and mission, and the underlying core values, that will guide our actions, activities, operations, planning, and decision making over the next five years:

VISION: *The Wyoming Soccer Association is the premier soccer organization in Wyoming.*

MISSION: *The Wyoming Soccer Association creates a safe, supportive, and conducive environment that drives soccer development and healthy lifestyles for all Wyoming participants, while always ensuring fun, integrity, and respect for all.*

CORE VALUES:

- **INTEGRITY** – *We conduct ourselves with uncompromised honesty, honor, ethics, and integrity in all situations, events, and relationships – and we especially model this value for the members of our Association.*
- **DEVELOPMENT** – *We develop players, coaches, referees, and parents in order to maximize the potential, skill, and lifetime love of the game for ALL members.*
- **FUN** – *We create an environment that allows for the game to be played in a fun, safe, and enjoyable atmosphere.*
- **FAIRNESS** – *We treat all members fairly and consistently in all aspects of operations, decisions, policies, and practices.*
- **SUSTAINABILITY** – *We lead and conduct our operations and activities to enable long-term stability, viability, and growth for the Association and its member clubs.*
- **TEAMWORK** – *We promote, encourage, foster, and practice teamwork both on and off the pitch to enable the success of the Association, players, coaches, referees, and parents.*

Our vision, mission, and core values statements will guide our actions daily, and we expect both ourselves and our members to strive toward them every time we take to the pitch, hold a board meeting, or attend a referee clinic. Additionally, through deliberate and careful strategic planning, we've outlined five key elements that will define our strategic success: our coaches, our players, our referees, our Association, and our financial stability. To that end, we've identified our five strategic objectives to be:

- **PLAYERS.** *Skilled, developed, and challenged players of all ages, levels, and abilities have opportunities to play at an appropriate, challenging level.*
- **COACHES.** *Trained, licensed, and skilled coaches coach at all age levels and abilities throughout every member club in Wyoming.*
- **REFEREES.** *Certified, high-quality, experienced, and assignable referees exist for all game and tournament requirements throughout Wyoming.*
- **ASSOCIATION.** *Sound governance, structure, membership, communication, and administrative policies and procedures efficiently and effectively guide the daily operations of the Association and enable successful member club activities and operations.*
- **FINANCE.** *A financially stable, solvent, and strong Association maximizes and properly allocates its resources to accomplish its strategic objectives while enabling the legal and financial strength of itself and its member clubs.*

Through the accomplishment of our strategic objectives and mission, and by conducting ourselves in alignment with our core values, we endeavor to remain the premier, go-to soccer organization in the state. This plan serves as the foundational planning document, but we know that it is only the foundation. A concerted, focused, and disciplined effort by all members of the Wyoming Soccer Association family is required if we are to attain true strategic success. All coaches, parents, players, referees, volunteers, board members, team managers, paid staff, and the entire Wyoming soccer community have a role to play in our collective success. Now, let's lace up our boots, take to the pitch, and win our strategic "match!" We need you on our team...

Jeff Carruth - President, Wyoming Soccer Association

CHAPTER 1

WYOMING SOCCER ASSOCIATION 2023: *WHERE WE ARE*

INTRODUCTION

The Wyoming Soccer Association (WSA) serves as the State of Wyoming's statewide soccer association responsible for the administration, oversight, and governance of all sanctioned recreational and competitive members and leagues. A volunteer Board of Directors leads the organization that is comprised of a small paid staff that includes an Executive Director, Technical Director, and office staff. The Board of Directors is comprised of the President, Vice-President, Treasurer, Region 1 through 5 Representatives (representing every member club in the state), the State Referee Administrator, and the Member-at-Large. Twenty plus member clubs and approximately 7,000 youth and adult members comprise the organization. WSA is part of the United States Youth Soccer's (USYS) west region, which is a part of the entire soccer landscape in the United States that includes four regions, five national youth organizations, and the United States Soccer Federation (USSF).

WSA was founded in 1978 with approximately 100 members. We've obviously seen tremendous growth and success, and as such, the Board of Directors determined a first-ever, long-term strategic plan needed to be developed. The Association began these efforts in 2016, finalized the first plan the end of 2017, and released it in January 2018. Through planning sessions, assessments, surveys, professional input, and member expertise, this process and document are reviewed annually.

Based on these planning sessions and recent assessments and surveys, WSA identified the top priorities for the Association to be:

- Player Development
- Coaching Development
- Referee Development
- Membership Growth and Retention
- Communication Improvements
- Organizational Excellence

These priorities helped inform and guide the strategic planning items identified in this document.

STRENGTHS

Currently, WSA enjoys tremendous strengths. We've seen significant growth of the sport nationally, regionally and throughout the state. We've been able to capitalize on the growth and popularity of the sport, and we recognize tremendous opportunities abound. We have a strong and passionate member base; a tough "Cowboy" mentality that no weather is too cold to play in and no distance is too far to drive; a stable statewide organization; a strong national organization; committed parents and players; and access (albeit sometimes expensive) to competitive playing opportunities outside the state.

CHALLENGES

However, even given the above strengths, WSA currently faces numerous challenges, and as we plan and prepare for the next five years, we must account for new and future challenges. Our greatest challenges currently include our small population base; competition with other sports and activities; lack of sufficient indoor and outdoor facilities; geographic distances and associated high costs of travel; weather; small referee and coaching pools; a struggling economy; and communication gaps. By identifying and recognizing these challenges, we are better postured to address them head on and find solutions that will enable long-term success.

WAY AHEAD

As mentioned, this is the first-ever strategic plan developed by WSA, and it continues to evolve year to year. Recognizing the critical need for such planning and an associated document, WSA initiated a comprehensive, detailed, multi-month planning effort to ensure the successful development of this document in 2017 and has continued to review and update it annually since then. This effort included a review of the current mission, vision and core values; professional readings, research, and discussions; an assessment of WSA's strengths and weaknesses, as well as current and future challenges; a vision of what strategic success looks like; and a mechanism and process to operationalize the objectives in order to achieve strategic success by 2028.

This operationalization included developing five Operational Pillars (**OPs**) and supporting *Lines of Effort (LOEs)* for each *Strategic Objective (SO)*. These will be further defined in subsequent chapters. However, we must first define how we envision strategic success in the next chapter.



CHAPTER 2

WYOMING SOCCER ASSOCIATION 2028: WHERE WE INTEND TO BE

VISION

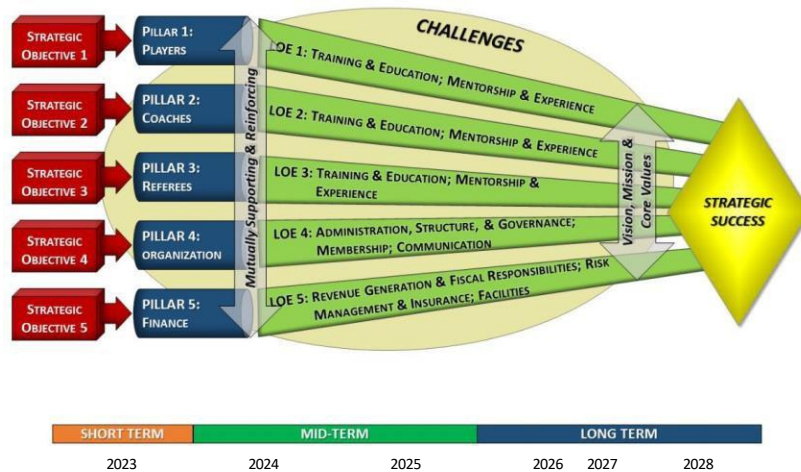
Wyoming Soccer Association 2028 envisions a statewide soccer environment with a talented and qualified pool of coaches and referees. It envisions playing opportunities for all players – youth and adult, male and female, recreational and competitive. It envisions an internal organization that efficiently and effectively manages operations and helps enable member clubs who may require additional assistance or resources. It envisions financial support and facilities that maximize the development of our players, coaches and referees. In short, it envisions a comprehensive program that meets the needs of all members, while accounting for the uniqueness and challenges we face in the Cowboy State.

EMERGENT CHALLENGES

As noted in the previous chapter, we recognize our current challenges, and we assess that many of these challenges will not disappear. Additionally, we remain cognizant of the financial and economic outlook of our state, and recognize tremendous uncertainty remains in the mid-term.

WAY AHEAD

Through the assessment of our current state and our optimal state in 2028, WSA identified key resource shortages and gaps. We must build on our strengths and address our challenges to bridge these gaps and ensure our vision is realized by 2028. As depicted below, strategic success is achieved through mutually supporting and reinforcing operational pillars aligned to each Strategic Objective (SO). Corresponding Lines of Effort (LOEs) will drive and prioritize our operations, planning and resource allocation.



"A champion is someone who does not settle for that day's practice, that day's competition, that day's performance. They are always striving to be better. They don't live in the past". ~ Briana Scurry

CHAPTER 3

VISION, MISSION, AND CORE VALUES

In concert with the development and continuous review of the strategic plan, WSA assessed its current mission, vision, and core values, and in 2017, it developed the new mission, vision, and core values below. These three essential components establish the core parameters of our mission, capture our future vision, and specify the fundamental values that comprise the cornerstones of our Association. Collectively, they are the bedrock of our culture that describes *why* we do it, *what* we do, and *how* we do it.

The Wyoming Soccer Association's **VISION** is:

The Wyoming Soccer Association is the premier soccer organization in Wyoming.

The Wyoming Soccer Association is guided by its **MISSION** to:

...create a safe, supportive, and conducive environment that drives soccer development and healthy lifestyles for all Wyoming participants, while always ensuring fun, integrity, and respect for all.

The **SIX CORE VALUES** the WSA strives to embody:

- **INTEGRITY** – *We conduct ourselves with uncompromised honesty, honor, ethics and integrity in all situations, events and relationships – and we especially model this value for the youth of our Association.*
- **DEVELOPMENT** – *We develop players, coaches, referees and parents to maximize the potential, skill and lifetime love of the game for ALL members.*
- **FUN** - *We create an environment that allows the game to be played in a fun, safe and enjoyable atmosphere.*
- **FAIRNESS** – *We treat all members fairly and consistently in all aspects of operations, decisions, policies, and practices.*
- **SUSTAINABILITY** – *We lead and conduct our operations and activities to enable long-term stability, viability, and growth for the Association and its member clubs.*
- **TEAMWORK** – *We promote, encourage, foster and practice teamwork, both on and off the pitch, to enable the success of the Association, players, coaches, referees, and parents.*

CHAPTER 4 STRATEGIC OBJECTIVES

Given the identified strengths, challenges and desired goals to be recognized by 2028, Wyoming Soccer Association 2028 identifies five strategic objectives (SOs) that must be realized to attain strategic success. These objectives enable WSA to focus its efforts and prioritize its resources in a structured, defined and methodical way. These objectives will not be realized overnight, as they require dedicated, sustained efforts and resources to attain. With that said, WSA defines the 2028 strategic objectives as follows:

- **Strategic Objective (SO) 1:** Skilled, developed, and challenged **players** of all ages, levels, and abilities have opportunities to play at an appropriate, challenging level.
- **Strategic Objective (SO) 2:** Trained, licensed, and skilled **coaches** coach all age levels and abilities throughout every member club in Wyoming.
- **Strategic Objective (SO) 3:** Certified, high-quality, experienced, and assignable **referees** exist for all game and tournament requirements throughout Wyoming.
- **Strategic Objective (SO) 4:** Sound governance, structure, membership, communication, and administrative policies and procedures efficiently and effectively guide the daily operations of **WSA** and enable successful **member club** activities and operations.
- **Strategic Objective (SO) 5:** A financially stable, solvent, and strong **Association** maximizes, and properly allocates, its resources to accomplish its strategic objectives while enabling the legal and financial strength of both itself and its member clubs.

In order to realize and achieve these strategic objectives, specific and pivotal actions and resources must be tied to each objective. In short, each objective must be operationalized to achieve success. Furthermore, these objectives are largely mutually supporting and reinforcing. In most cases, critical success in one objective will beget success in another. As such, coordination, synchronization and resource prioritization across all five strategic objectives are a critical and necessary component of overall success.

These five strategic objectives are operationalized (called *Operational Pillars*) in the following chapter.

CHAPTER 5 OPERATIONAL PILLARS

In order to achieve the five strategic objectives, five dedicated *Operational Pillars (OPs)* were developed. As such, each *Operational Pillar* is specifically tied to a strategic objective. These *Operational Pillars* provide the action, rationale, and operational mechanism to achieve the strategic objectives. In short, this is what the Association *intends to do to achieve each strategic objective*. All five *Operational Pillars* are defined below:

- **Operational Pillar (OP) 1:** Establish and implement player development investments and initiatives to provide fundamental soccer skills, recreational and competitive challenges and a lifelong love for the game of soccer.
- **Operational Pillar (OP) 2:** Develop and implement coaching investments and initiatives to provide a licensed, trained, talented, skilled, and professional coaching core capable of meeting all statewide coaching requirements.
- **Operational Pillar (OP) 3:** Establish and implement referee development programs, investments and initiatives to grow and sustain a certified, high-quality and experienced referee pool postured to officiate all statewide soccer game requirements.
- **Operational Pillar (OP) 4:** Develop, institute, practice and manage organizational and administrative practices, procedures, activities and policies to increase efficiency and effectiveness, ensure compliance, support operations, increase communication, enable member club success and grow and maintain membership.
- **Operational Pillar (OP) 5:** Develop, institute, practice and manage sound financial and legal operations, activities and policies to ensure solvency, maintain compliance, reduce risk and enable long-term viability.

With the five strategic objectives and corresponding five operational pillars developed, the following five chapters will define *Lines of Effort (LOEs)* associated with each *Operational Pillar*. Within each pillar, distinguishable lines of effort are identified and subsequently categorized within a timeframe. Short-term is defined as within one year, mid-term is defined as 1-3 years, and long-term is defined as 4-5 years. This document is reviewed annually, and the current year will shift to short-term to create a seamless, ongoing five-year strategy.

CHAPTER 6

STRATEGIC OBJECTIVE & OPERATIONAL PILLAR 1:

"OUR PLAYERS"

BACKGROUND

Our players are the focus of the Wyoming Soccer Association and the reason for its existence. As such, this pillar is our top priority. This pillar focuses on developing the skills, joy, and passion of all WSA players at all levels and abilities throughout the state of Wyoming. Skilled, developed and trained players foster a lifelong commitment and involvement in soccer. Increased mental and physical health is an output of lifelong soccer involvement and enables future generational membership and participation in soccer.

LEAD: Wyoming Soccer Association Staff.

STRATEGIC OBJECTIVE (SO) 1:

- *Skilled, developed, and challenged players of all ages, levels, and abilities have opportunities to play at an appropriate, challenging level.*

OPERATIONAL PILLAR (OP) 1:

- *Establish and implement player development investments and initiatives to develop and provide fundamentals and skills, recreational and competitive challenges and a lifelong love for the game of soccer.*

LINES OF EFFORT (LOE) 1:

This pillar is focused on developing sound training and education programs, as well as, providing mentorship and experience opportunities for all playing levels and ages. Two lines of effort enable this operational pillar.

LOE 1.1 – TRAINING AND EDUCATION LOE 1.2 – MENTORSHIP AND EXPERIENCE

LOE 1.1: TRAINING AND EDUCATION

CHALLENGE: To provide quality training and education programs and opportunities given coaching expertise, facility availability and competition with other activities.

SUCCESS: A comprehensive, age-appropriate player development program that provides high-quality training and education programs for Wyoming's soccer players.

1.1.1 Short-Term

- Concerted focus on US Soccer Federation Soccer for Success School Programs
- Grow Futsal in Wyoming within our WSA affiliated clubs through promotion of the sport.
- Continue to encourage and promote the SOW Soccer grant opportunities to further grassroots growth and recreational initiatives for existing and new WSA affiliated clubs statewide.
- Develop programming for players aged 3-5.
- Develop and disseminate standardized player developmental milestones and training curriculum for both recreational and competitive players beginning at 4U.
- Secure a sponsor for the Wyoming 307 Select Program to include naming/rebranding rights.
- Combine state programs (Select & ODP), creating year-long opportunities for state programming.
- Continue to support wholistic growth of players, including academics, nutrition and mental health aspects – can be facilitated through a state sponsor and US Youth Soccer partners.
- Develop initiative to engage and recruit past players.

1.1.2 Mid-Term

- Assist clubs in the implementation of standardized player developmental milestones and training curriculum.
- Continue to grow Soccer for Success in Wyoming.
- Continue to grow Futsal in Wyoming.
- Nurture the relationship with sponsors/partners.
- Develop statewide awareness campaign for World Cup 2026
- Partner with Indoor facilities statewide
- Establish a Wyoming Futsal Tournament/Championship for WSA Affiliated Clubs to take part.

1.1.3 Long-Term

- Evaluate growth and adjust as necessary based on success of standardized player developmental milestones and curriculum implementation.
- Evaluate success of grassroots growth and recreational initiatives.
- Continue to nurture state sponsors/partners.

LOE 1.2: MENTORSHIP AND EXPERIENCE

CHALLENGE: To provide sustainable, conducive mentorship and experience opportunities given competing demands and a low population density of Wyoming's player pool.

SUCCESS: Viable, sustainable mentorship programs and experience opportunities providing players the resources required to develop into high quality players.

1.2.1 Short-Term

- Continue to develop and disseminate parent education focused on education, sportsmanship, and opportunities.
- Utilize use of surveys to gain feedback and/or insight from stakeholders.
- Identify additional playing experiences and opportunities.
- Continue to grow resource library to assist growth and development of new and existing clubs.
- Continue to grow and expand the Equality State Championships event for teams aged 16U+.

1.2.2 Mid-Term

- Continue to expand Equality State Championships and consider making it an independent event.
- Develop a plan to match and mentor college players with interested players at the 15U level and older.
- Grow parent education resources and information.
- Develop and promote a fun community soccer event/clinic for clubs during Youth Soccer Awareness Month (i.e. street soccer, soccer tennis, etc)

1.2.3 Long-Term

- Maintain the 15U and above player mentorship program.
- Maintain best practices and continue to promote and share (club to club, club to state and vice versa).
- Update and continue to grow parent education.

CLOSING

As mentioned, our players are our top priority and reason for existence. We owe it to all our players, from our 6U recreational players first touching a ball to our 18U competitive players preparing for college scholarships to our adults whose lifelong passion still burns for the game, to ensure we provide high-quality, fun, safe and developmental opportunities.

CHAPTER 7

STRATEGIC OBJECTIVE & OPERATIONAL PILLAR 2:

"OUR COACHES"

BACKGROUND

The Wyoming Soccer Association recognizes that talented, trained, skilled and professional coaches are the backbone for successful soccer in our state. We must provide the training, tools, resources, and development opportunities to fully support and enable our coaches. We need skilled coaches for all levels and abilities to ensure player growth, development, joy and passion for the game. This pillar, along with player development and referee development, is a top priority for WSA.

LEAD: Wyoming Soccer Association Technical Staff.

STRATEGIC OBJECTIVE (SO) 2:

- *Trained, licensed, and skilled coaches coach all age levels and abilities throughout every member club in Wyoming.*

OPERATION PILLAR (OP) 2:

- *Develop and implement coaching investments and initiatives to provide a licensed, trained, talented, skilled, and professional coaching core capable of meeting all statewide coaching requirements.*

LINES OF EFFORT (LOE) 2:

This operational pillar is focused on providing coach development to ensure highly skilled and talented coaches coach our teams throughout the state. As such, it identifies two critical LOEs: training & education and mentorship & experience.

LOE 2.1 – TRAINING AND EDUCATION LOE 2.2 – MENTORSHIP AND EXPERIENCE

LOE 2.1 – TRAINING AND EDUCATION

CHALLENGE: To provide training and educational opportunities for a primarily all-volunteer coaching pool given the geographic, population, and facility challenges in Wyoming.

SUCCESS: A certified, talented, and skilled coaching pool providing high-caliber coaching for every age and ability throughout the state.

2.1.1 Short-Term

- Disseminate standardized recreational and competitive coaching models/curriculums for 4U -19U.
- Promote USYS Partnership with Mojo
- Actively promote initiatives for licenses and continued coach education.
- Continue coaching feedback for 307 Select Program coaches.
- Continue coaching training sessions and opportunities.
- Continue regular communications with all registered coaches.
- Offer technical staff face-to-face outreach with every WSA affiliated club annually.
- Continue to enforce SafeSport certification requirements.
- Meet at least quarterly with coach representatives of each club (can be virtual).
- Offer a USSF D-License coaching course annually.

2.1.2 Mid-Term

- Develop Director of Coaching models and programs for all clubs, including smaller ones with volunteer Directors of Coaching.
- Encourage all registered coaches to have at least one grassroots license.

2.1.3 Long-Term

- Develop a roadmap/plan for a comprehensive coaching development program.

LOE 2.2 – MENTORSHIP AND EXPERIENCE

CHALLENGE: To provide sustainable, conducive mentorship and experience opportunities given competing demands of a primarily all-volunteer coaching pool.

SUCCESS: Viable, sustainable mentorship programs and experience opportunities provide coaches the resources and opportunities required to develop into skilled, experienced coaches.

2.2.1 Short-Term

- Provide additional coaching experiences and new opportunities, including 307 Select and out of state programs.
- Attend USYS Grassroots Symposium to experience and learn more about grassroots soccer to share with clubs and coaches.

2.2.2 Mid-Term

- Continue to develop reciprocal relationships with other West Region coaching programs.

2.2.3 Long-Term

- Maintain West Region relationships and coaching experience opportunities.
-

CLOSING

Developing professional, skilled, certified, and qualified coaches for all ages and abilities is a top priority for WSA. Without quality coaches, our players will struggle to develop, grow and learn in a positive environment. Therefore, we must prioritize our resources and actions based on the above to ensure we grow and maintain a top-tier coaching pool.

CHAPTER 8
STRATEGIC OBJECTIVE & OPERATIONAL PILLAR 3:
"OUR REFEREES"

BACKGROUND

The Referee Development pillar focuses on developing the skills, knowledge, certifications, experience and mentorship of referees throughout Wyoming. A critical shortage of qualified referees exists throughout the state, and this has a direct impact on player games, involvement, satisfaction, and overall experience. This critical shortage is beginning to affect soccer match availability throughout the state, and this pillar is one of the top priorities for WSA.

LEAD: State Referee Administrator

STRATEGIC OBJECTIVE (SO) 3:

- *Certified, high-quality, experienced, and assignable referees exist for all game and tournament requirements throughout Wyoming.*

OPERATIONAL PILLAR (OP) 3:

- *Develop and implement referee development programs, investments and initiatives to grow and sustain a certified, high-quality and experienced referee pool postured to officiate all statewide soccer game requirements.*

LINES OF EFFORT (LOE) 3:

This operational pillar recognizes the critical shortage of referees in Wyoming, and it formalizes programs and activities to address this gap. As such, it defines two distinct LOEs: training & education and mentorship & experience.

LOE 3.1 – TRAINING AND EDUCATION

LOE 3.2 – MENTORSHIP AND EXPERIENCE

LOE 3.1: TRAINING AND EDUCATION

CHALLENGE: To provide quality training and educational programs and opportunities given referee expertise, availability and incentives.

SUCCESS: A comprehensive referee development program providing a high-quality, certified and assignable referee pool.

3.1.1 Short-Term

- Sponsor referee clinics and training.
- Maintain incentives to retain current referees.
- Maintain a referee recruiting plan.
- Continue to push the referee coaching plan.
- Inform and educate clubs and parents on the critical shortage of referees.
- Inform and educate clubs and parents on proper behavior towards referees.
- Execute the "Zero Tolerance" program.
- Emplace good behavior signage at all state-run events.
- Continued development and implementation of empowerment education for young referees.
- Seek University of Wyoming and community college referees.
- Continue initiatives and marketing efforts of the Call of the Whistle Innovate to Grow Grant.

3.1.2 Mid-Term

- Develop and institute a referee/coach online evaluation tool.
- Initiate and execute the referee coaching plan.
- Incentivize referee pay based on the license held.
- Mandate referee requirements per club per year.
- Mandate grassroots and regional referee requirements per club per year.

3.1.3 Long-Term

- Develop sustainable referee retention initiatives.

LOE 3.2: MENTORSHIP AND EXPERIENCE

CHALLENGE: To provide sustainable, conducive mentorship and experience opportunities given competing demands of a limited referee pool.

SUCCESS: Viable, sustainable mentorship programs and experience opportunities providing referees the resources required to develop into high caliber referees.

3.2.1 Short-Term

- Develop a referee coaching plan.
- Identify experiences and opportunities for referee development.
- Nominate top referees for recognition at the state, regional and national level.

3.2.2 Mid-Term

- Execute the referee coaching plan.
- Promote out-of-state experience/games/tournaments.

3.2.3 Long-Term

- Sustain the referee coaching plan.
- Sustain collegiate relationships with referees for ongoing coaching and development opportunities as younger referees age and gain experience.

CLOSING

Without certified, skilled referees, we are unable to play games and/or tournaments, and we will have failed in our strategic objectives. We are at a critical juncture, and we must prioritize referee recruitment, development, and sustainment within this strategic plan. We must seek creative and new solutions and incentives to grow and maintain our referee program and pool.

CHAPTER 9

STRATEGIC OBJECTIVE & OPERATIONAL PILLAR 4:

"OUR ASSOCIATION"

BACKGROUND

This Operational Pillar relates to our internal organizational behavior and practices within the Association that ultimately supports and enables sound operations and soccer excellence. An organization that is efficient, healthy, compliant and timely in its administration and management functions creates an effective organization focused on accomplishing its objectives and mission. An organizationally healthy association is one with high morals, ethics, comradery, communication, accountability, and productivity; and one with low confusion, turnover, ambiguity, stress and political dynamics.

WSA must strive for, and achieve, organizational and administrative responsiveness, efficiency, accuracy, expertise and excellence. This includes, but is not limited to, the standardization of routine tasks, sound managerial and administrative practices and procedures, exacting polices, compliance with directives and statutes, internal communication excellence, performance-based recognition and promotions, and a whole host of other organizational issues and tasks. Quite simply, for WSA to be most externally effective on the pitch, we must internally excel.

LEAD: President and Executive Director, Wyoming Soccer Association, supported by the Member Club Advisory Committee

STRATEGIC OBJECTIVE (SO) 4:

- *Sound governance, structure, membership, communication, and administrative policies and procedures efficiently and effectively guide the daily operations of WSA and enable successful subordinate club activities and operations.*

OPERATIONAL PILLAR (OP) 4:

- *Develop, institute, practice, and manage organizational and administrative practices, procedures, activities, and policies to increase efficiency and effectiveness, ensure compliance, support operations, increase communication, enable member club success and grow and maintain membership.*

LINES OF EFFORT (LOE) 4:

Three specific LOEs are critical in achieving this strategic objective: administration, structure and governance; membership; and communication.

LOE 4.1 – ADMINISTRATION, STRUCTURE AND GOVERNANCE **LOE 4.2 – MEMBERSHIP**
LOE 4.3 – COMMUNICATION

LOE 4.1: ADMINISTRATION, STRUCTURE, AND GOVERNANCE

CHALLENGE: To optimally align, organize and structure the Association's human capital and resources, given non-profit constraints, to most effectively administer and accomplish its assigned duties and responsibilities.

SUCCESS: WSA is organized, structured, and resourced to accomplish its mission and all duties and responsibilities.

4.1.1 Short-Term

- Ensure consistent and fair enforcement of organizational by-laws, rules, policies and operating procedures.
- Review and update WSA's by-laws, rules, policies and operating procedures.
- Continue to grow resource library to assist growth and development of new and existing clubs
- Review and update the job descriptions and conduct evaluations for all paid staff annually.
- Work on ensuring club membership compliance through WSA membership committee initiatives
- Develop documents/means to increase membership's knowledge of WSA (create welcome packet).
- Create relevant partnerships and resources (financial, educational, in-kind, etc) and promote and take advantage of USYS partnerships.

4.1.2 Mid-Term

- Seek feedback on the strategic plan.
- Assess the effectiveness of the strategic plan.
- Grow the best practice resource library and create mechanism/platform to encourage dissemination and sharing.
- Modify the strategic plan based on initial assessment.
- Analysis of underserved communities/populations and ways to reach them.

4.1.3 Long-Term

- Ensure consistent and fair enforcement of organizational by-laws, rules, policies and operating procedures.
- Maintain positive, transparent working relationships with all WSA stakeholders.
- Utilize modified strategic plan as a benchmark for all decisions.

LOE 4.2: MEMBERSHIP

CHALLENGE: To maintain and ultimately grow the membership population given a small population base and competing athletics and activities.

SUCCESS: A strong, growing membership base who supports and enables the strategic and financial stability of the Association.

4.2.1 Short-Term

- Evaluate and assess current membership information and trends.
- Develop programming for Grassroots Growth
- Proactively seek opportunities to apply for Innovate to Grow Grant.
- Continue to grow the AGM and Annual Awards Ceremony
- Network within regional and national state associations to adopt best practices and share resources
- Establish personal relationships (annual face-to-face outreach) with all WSA Affiliated Clubs
- Establish opportunities for social engagement during state events (i.e. coach specific, etc)
- Increase participation in youth and organized adult soccer statewide
- Push new club development
- Explore further professional development opportunities through United Soccer Coaches & USYS.

4.2.2 Mid-Term

- Continual assessment of membership needs.
- Continue to seek networking opportunities and develop regional and national relationships.
- Grow the adult programs in the state
- Grow TOPSoccer Programs in the state

4.2.2 Long-Term

- Sustain the Grassroots Growth Programming statewide.

LOE 4.3: COMMUNICATION

CHALLENGE: To accurately, readily, and strategically inform and communicate with our members in the information and communication environment of today and tomorrow.

SUCCESS: WSA information and communication operations and activities accurately, quickly, and reliably inform our members in a timely, effective medium and manner.

4.3.1 Short-Term

- Develop and implement a communication strategy and plan.
- Advertise openness and invite members to WSA meetings.
- Seek means to increase transparency.
- Assign appropriate staffing and resources to accomplish this plan.
- Develop social media expertise and practices.

4.3.2 Mid-Term

- Develop strategic communication objectives supporting the information/communication plan.
- Evaluate ongoing information and communication activities.
- Modify and/or update the information/communication plan.
- Assign additional human and technological resources to further enhance information/communication activities.
- Utilize regional and national resources
- Launch WSA 50th Anniversary (2028) branding campaign/party (AGM/State Cup, etc)

4.3.3 Long-Term

- Change means and methods of communication to keep consistent with modern technology and the ever-changing needs of WSA members.
- Ensure consistency and compliance with organizational communications plan.
- Maintain awareness of industry best practices

CLOSING

By enhancing our administrative, managerial, and organizational behavior and practices, WSA will ensure health, efficiency, compliance, and mission effectiveness. Maintaining flexibility and adaptability is also required as no perfect solution can indefinitely remain in our non-profit environment. By standardizing routine procedures, articulating and practicing exacting policies, and by providing sound guidance, leadership, and communication, the WSA's efficiencies and expertise will increase.

"Last year's success is today's expectation." ~ Renaldo

CHAPTER 10
STRATEGIC OBJECTIVE & OPERATIONAL PILLAR 5:
"OUR FINANCES"

BACKGROUND

The Finance pillar focuses on ensuring the financial security, viability, and solvency of WSA and its subordinate clubs. Under these auspices, WSA must ensure it follows sound and legally defensible risk management, financial management, and insurance best practices and compliance to protect itself, its members and its member clubs. WSA must seek to optimize its financial resources to ensure strategic goals are realized. Finally, it must seek external funding sources and must help enable the development of viable, sustainable facilities.

LEAD: Treasurer, Wyoming Soccer Association, with support of the Executive Director

STRATEGIC OBJECTIVE (SO) 5:

- *A financially stable, solvent, and strong Association maximizes and properly allocates its resources to accomplish its strategic objectives while enabling the legal and financial strength of both itself, and its member clubs.*

OPERATIONAL PILLAR (OP) 5:

- *Develop, institute, practice and manage sound financial and legal operations, activities and polices to ensure solvency, maintain compliance, reduce risk and enable long-term viability.*

LINES OF EFFORT (LOE) 5:

This LOE is focused on building the organizational, managerial and administrative excellence in and throughout the Association. Specifically, it identifies the three lines of effort below:

LOE 5.1 – REVENUE GENERATION AND FISCAL RESPONSIBILITIES **LOE 5.2 – RISK MANAGEMENT AND INSURANCE**
LOE 5.3 – FACILITIES

LOE 5.1: REVENUE GENERATION AND FISCAL RESPONSIBILITIES

CHALLENGE: To generate additional revenue streams to ensure program growth while maintaining all financial requirements in a challenging statewide economic environment.

SUCCESS: Additional revenues are generated that enable the growth of all programs and strategic objective success.

5.1.1 Short-Term

- Determine annual operating expenses and plan for future years.
- Determine the amount to be held in reserve.
- Improve timeliness in budgeting and financial matters.
- Improve transparency in budgeting and financial matters.
- Submit tax returns prepared by an authorized CPA.
- Identify grant opportunities.
- Evaluate contracting grant writing services/research.
- Consider impact of increased registration fees due to possible insurance increase.
- Seek external revenue generation.
- Seek sponsors.
- Evaluate partnerships with professional or other programs to increase value to members.
- Continue marketing and sponsorship plan
- Consider creating a WSA Foundation with WSA reserves.
- Look into possibility of creating and/or partnering with an indoor facility.
- Formalize Marketing and Sponsorship Plan

5.1.2 Mid-Term

- Evaluate and Update Marketing and Sponsorship Plan
- Conduct financial review every two years.
- Conduct external audit every six years.
- Apply for grants.
- Maintain partnerships

5.1.3 Long-Term

- Evaluate and Update Marketing and Sponsorship Plan
- Ensure conducive relationship management with funders and sponsors.

LOE 5.2: RISK MANAGEMENT AND INSURANCE

CHALLENGE: To maintain, adhere and practice sound risk management and insurance best practices while ensuring growth, fun and development of all programs.

SUCCESS: Risk management and insurance best practices are adhered to and ensure protections and long-term viability and sustainability.

5.2.1 Short-Term

- Ensure compliance with all federal and state statutes.
- Ensure compliance with USYS.
- Ensure compliance with USSF
- Ensure compliance with SafeSport.

5.2.2 Mid-Term

- Administer risk management mandates/best practices.
- Seek to remain educated on all national risk management standards.

5.2.3 Long-Term

- Assess federal and state statutes for changes relevant to WSA
- Ensure enforcement of compliance
- Ensure enforcement of risk management best practices and continued club education

LOE 5.3: FACILITIES

CHALLENGE: To help enable the acquisition, maintenance, responsible use, and additional identification of facilities given costs, population bases and competition of resources in Wyoming

SUCCESS: Indoor and outdoor facilities that meet all practice and game requirements.

5.3.1 Short-Term

- Seek partnerships with existing facilities in the state.
- Assist Clubs through support of growing their programs/facilities.

5.3.2 Mid-Term

- Support statewide facilities in their efforts to maintain safe space through resource sharing efforts.

5.3.3 Long-Term

- Sustain lasting relationships with statewide facilities for shared use.

CLOSING

While the least glamorous of the strategic objectives, maintaining and growing the financial viability and solvency of WSA ensures it is postured and able to execute all programs and operations to enable strategic success.

"Anyone who sacrifices his dreams to reality is forever beaten." ~ Thomas Mueller

CHAPTER 11 CLOSING

The Wyoming Soccer Association believes this strategic plan charts the way and sets the game plan for long-term, sustainable strategic success. Specifically, Wyoming Soccer Association 2028 serves as the Association's strategic planning document to direct and guide daily operations, enable prudent and informed planning, aid in decision making, properly prioritize resource allocation and inform our membership and the Wyoming soccer community. We recognize that with the tremendous growth and success soccer and the organization have enjoyed, we must properly plan and execute this plan to ensure success. ***We owe it to our members. We owe it our referees. We owe it our coaches. We owe it to our families and our players.*** Now, we need your help and support in realizing these strategic goals. We ask that you help in whatever capacity you are able – wherever you have the greatest strengths. We need you and your talents on our team!