

WYOMING SOCCER ASSOCIATION 2031



WYOMING
S O C C E R

STRATEGIC PLAN

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EXECUTIVE SUMMARY *(From the President)*

Wyoming Soccer Association 2031 serves as the Association's strategic roadmap, guiding operations, decision-making, resource allocation, and long-term planning while informing our membership and the broader Wyoming soccer community. As WSA's first formal strategic plan, it reflects a pivotal moment for soccer in Wyoming and outlines who we are, what we do, and how we move forward. Over the next five years, WSA will pursue strategic objectives that strengthen sustainability, prepare for future challenges, and expand opportunities while responsibly managing nonprofit resources.

Soccer in Wyoming has experienced meaningful growth, yet important challenges remain. Our state's unique population, geography, economy, and climate require thoughtful planning and collaboration among players, coaches, referees, families, and organizational leaders. Through focused operations and strategic investment, WSA is committed to creating positive, accessible, and lifelong soccer opportunities for all participants.

WSA's vision, mission, and core values guide our decisions and actions:

- ✓ **Vision:**
The Wyoming Soccer Association is the premier soccer organization in Wyoming.
- ✓ **Mission:**
To create a safe, supportive environment that drives soccer development and healthy lifestyles for all participants while promoting fun, integrity, and respect.
- ✓ **Core Values:**
 - **Integrity:** We act with honesty, ethics, and accountability in all relationships and activities.
 - **Development:** We foster growth for players, coaches, referees, and parents to maximize potential and lifelong engagement in the game.
 - **Fun:** We promote an enjoyable and safe soccer experience.
 - **Fairness:** We treat all members consistently and equitably.
 - **Sustainability:** We operate with long-term stability, growth, and responsible stewardship in mind.
 - **Teamwork:** We encourage collaboration on and off the field to support the success of our soccer community.

WSA's strategic success centers on five key priorities: players, coaches, referees, organizational excellence, and financial stability. Our strategic objectives include:

- ✓ **Players:** Provide age- and ability-appropriate opportunities that challenge and develop players at all levels.
- ✓ **Coaches:** Ensure trained, licensed, and skilled coaches serve players across all member clubs.
- ✓ **Referees:** Develop and retain certified, experienced referees to support games and tournaments statewide.
- ✓ **Association:** Maintain strong governance, communication, and administrative systems that support member club success.
- ✓ **Finance:** Sustain a financially stable Association that responsibly allocates resources to achieve strategic goals and support member clubs.

By achieving these objectives and upholding our core values, WSA will continue to serve as Wyoming's leading soccer organization. This plan establishes our foundation for future growth, but success requires dedication from the entire WSA community — including players, families, coaches, referees, volunteers, staff, and leadership.

Together, we move forward with purpose and passion as one Wyoming Soccer community.

Jeff Carruth

President, Wyoming Soccer Association

"Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do." ~ Pele

CHAPTER 1

WYOMING SOCCER ASSOCIATION 2026: *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

STRENGTHS

We are now seeing growth of the sport nationally, regionally and throughout the state since COVID. We've been able to capitalize on the growth and popularity of the sport, and we recognize tremendous opportunities abound with the Men's World Cup coming to the US with the Men's World Cup in 2026 and the 50th Anniversary of WSA in 2028. 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 to competitive playing opportunities outside the state. We have also received multiple Innovate to Grow grants from USSF to help with grassroots initiatives for players, referees & coaches.

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; increasing operational costs, 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

This is an evolving and fluid strategic plan developed by WSA and reviewed annually. 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. 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 within a five year timeframe.

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.

"I am a member of a team, and I rely on the team, I defer to it and sacrifice for it, because the team, not the individual, is the ultimate champion." ~ Mia Hamm

CHAPTER 2

WYOMING SOCCER ASSOCIATION 2031: WHERE WE INTEND TO BE

VISION

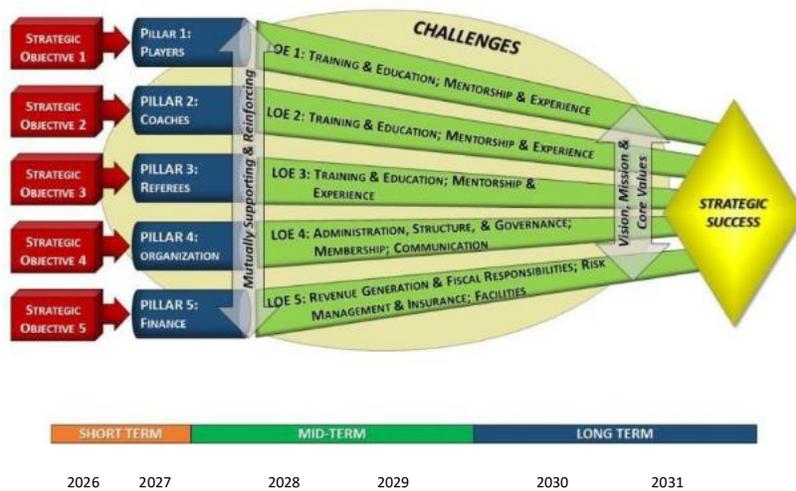
Wyoming Soccer Association 2031 *envisions* a statewide soccer environment with a talented and qualified pool of coaches and referees. It envisions playing opportunities for all players – youth and adult, male and female, TOPSoccer, recreational and competitive. It *envisions* an internal organization 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.

WAY AHEAD

Through the assessment of our current state and our optimal state in 2030, 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 2031. 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.*

"Stay humble, stay grounded, remember what got you to that level – and that's hard work" ~Tim Howard

CHAPTER 4 STRATEGIC OBJECTIVES

Given the identified strengths, challenges and desired goals to be recognized by 2031, Wyoming Soccer Association 2031 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 2031 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.

To realize and achieve these strategic objectives, specific and pivotal actions and resources must be tied to each objective. In short, 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.

"You must not only have competitiveness but the ability, regardless of the circumstances you face, to NEVER quit" ~ Abby Wambach

CHAPTER 5 OPERATIONAL PILLARS

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 strategic objectives. In short, this is what the Association *intends to do to achieve strategic objectives*. 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 2-3 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.

"Playmakers are team players, they're selfless, and their strengths bring out the strengths of their teammates." ~ Tobin Heath

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.a.1 Short-Term

- Incorporate a college recruitment focus within the Equality State Championships event annually.
- Concerted focus on US Soccer Federation Soccer for Success School Programs
- Continue to grow Futsal in Wyoming within our WSA affiliated clubs through promotion of the sport.
- Develop programming for players aged 3-5. (Game Format Project – USYS)
- Develop and disseminate standardized player developmental milestones and training curriculum for both recreational and competitive players beginning at 4U.
- Assist clubs in the implementation of standardized player developmental milestones and training curriculum.
- Secure a sponsor for Wyoming Soccer Association.
- 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 and Wyoming Soccer Association partners, such as Roundglass Living.
- Develop initiative to engage and recruit past players.
- Establish a Wyoming Futsal Tournament/Championship for WSA Affiliated Clubs to take part in conjunction with WSA AGM. (2027)
- Facilitate State Programming activities/meetings within existing WSA sanctioned events.
- Enhancing participation in underserved communities.
- Develop statewide awareness campaign for World Cup 2026

1.a.2 Mid-Term

- Continue to grow Soccer for Success in Wyoming.

- Nurture the relationship with sponsors/partners.
- Partner with Indoor facilities statewide

→ **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.
- Continue to grow Futsal in Wyoming.
- Develop a small-sided state sponsored event during the summer months.

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 with the resources required to develop into high quality players.

1.a.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+ (and incorporate College Recruitment function).
- Grow youth-based coaches for grassroots programs through ITG Play It Forward Program.
- Establish partnerships with national USYS University Partners
- Develop a plan to match and mentor college/academy/pro players with interested players at the 13U level and older.
- Grow parent education resources and information.
- Expand College ID Camp
- Incorporate success stories into WSA AGM Workshops, etc. (recruiting, SoccerFest – Score That Matters)
- Seek opportunities to grow the game in Wyoming by capitalizing on the Men's World Cup 2026

1.a.2 Mid-Term

- Continue to expand Equality State Championships
- -Develop and promote a fun community soccer event/clinic for clubs during Youth Soccer Awareness Month (i.e. street soccer, soccer tennis, etc)
- Develop a plan to match and mentor college/academy/pro players with interested players at the 13U level and older.
- Grow College ID Camp with NCAA College Coaches
- Seek opportunities to grow the game in Wyoming by capitalizing on the Men's World Cup 2026

1.a.3 Long-Term

- Maintain the 13U 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 improve 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 Director.

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.

1.a.1 Short-Term

- Disseminate standardized recreational and competitive coaching models/curriculums for 4U -19U.
- Promote USYS Partnership with TeamSnap One/Mojo
- Actively promote initiatives for licenses and continued coach education through US Soccer & United Soccer Coaches course options.
- Continue coaching feedback for 307 Select Program coaches.
- Continue coaching training sessions and opportunities.
- Continue regular communications with all registered coaches.
- Offer Technical Director face-to-face outreach with every WSA affiliated club annually through state events.
- Meet at least quarterly with coach representatives of each club (can be virtual).
- Offer a USSF D-License coaching course annually along with 3-4 grassroots courses.

1.a.2 Mid-Term

- Develop Director of Coaching models and programs for all clubs, including smaller ones with volunteer Directors of Coaching.
- Apply for a C-License course with USSF

1.a.3 Long-Term

- Follow US Soccer's 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. Via WSA sponsored coaching Q and A or organized session training at State Cup, Equality state games and AGM or others as requested by member clubs

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

1.a.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.
- Explore incentivizing award-winning coaches through United Soccer Coaches Convention/Online Presentations (Note for Budget Meeting – Add \$800-\$1000/Coach)
- Continue to bring in college/pro coaches to conduct WY 307 Select sessions/mentor state coaches.

1.a.2 Mid-Term

- Continue to develop reciprocal relationships with other West Region coaching programs. **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 with coaches that demonstrate self-development and continuous learning as a priority.

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.

1.a.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 US Soccer Referee Abuse Prevention Policy.
- Place zero tolerance signage at all state-run events.
- Continued development and implementation of empowerment education for young referees.
- Seek University of Wyoming and community college referees.
- Develop coach feedback mechanism for continued referee education.

1.a.2 Mid-Term

- Develop and institute a referee/coach online evaluation tool.
- 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.

1.a.3 Long-Term

- Continue 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.

1.a.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.

1.a.2 Mid-Term

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

1.a.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 policies, 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,

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 administer and accomplish its assigned duties and responsibilities most effectively.

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

1.a.1 Short-Term

- Ensure consistent and fair enforcement of organizational by-laws, rules, policies, and operating procedures.
 - Include acknowledgment of WSA Rules/Procedures/Bylaws in Coach Registration
- Review and update WSA's by-laws, rules, policies, and operating procedures.
- Reevaluate our Value Proposition
- 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 knowledge of WSA.

- Create relevant partnerships and resources (financial, educational, in-kind, etc) and promote and take advantage of USYS partnerships.
- **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 of information.
- Modify the strategic plan based on continued assessment.

1.a.2 Long-Term

- Maintain positive, transparent working relationships with WSA stakeholders.
- Utilize a 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.

1.a.1 Short-Term

- Evaluate and assess current membership information and trends.
- 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 and identifying opportunities for growth.
- Grow TOPSoccer Programs in the state.
- Explore further leadership 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.
- Targeted outreach to areas lacking in members (lower population, singular focused, Spanish-speaking, or non-existing)

1.a.2 Long-Term

- Sustain the Grassroots Growth initiatives 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.

1.a.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.
- Establish communications for non-English speaking members.
- Leverage 2026 Men's World Cup to create excitement around soccer communications.

1.a.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)

1.a.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.

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 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 policies 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.

1.a.1 Short-Term

- Determine annual operating expenses and plans 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.
- Seek external revenue generation.
- Seek sponsors.
- Evaluate partnerships with professional or other types of programs to increase value to members.
- Continue marketing and sponsorship plan.
- Continue to partner with Wyoming indoor facilities.
- Conduct financial review every two years.
- Formalize Marketing and Sponsorship Plan

1.a.2 Mid-Term

- Apply for grants.
- Maintain partnerships.

1.a.3 Long-Term

- Ensure conducive relationship management with funders and sponsors.
- Consider creating a WSA Foundation with WSA reserves.

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.

1.a.1 Short-Term

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

1.a.2 Mid-Term

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

1.a.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.

1.a.1 Short-Term

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

1.a.2 Mid-Term

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

1.a.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 2029 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 to our referees. We owe it to 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!